



*A Bear Facts Special Edition*

# 2013 ANNUAL REPORT



*From the past to the future...*

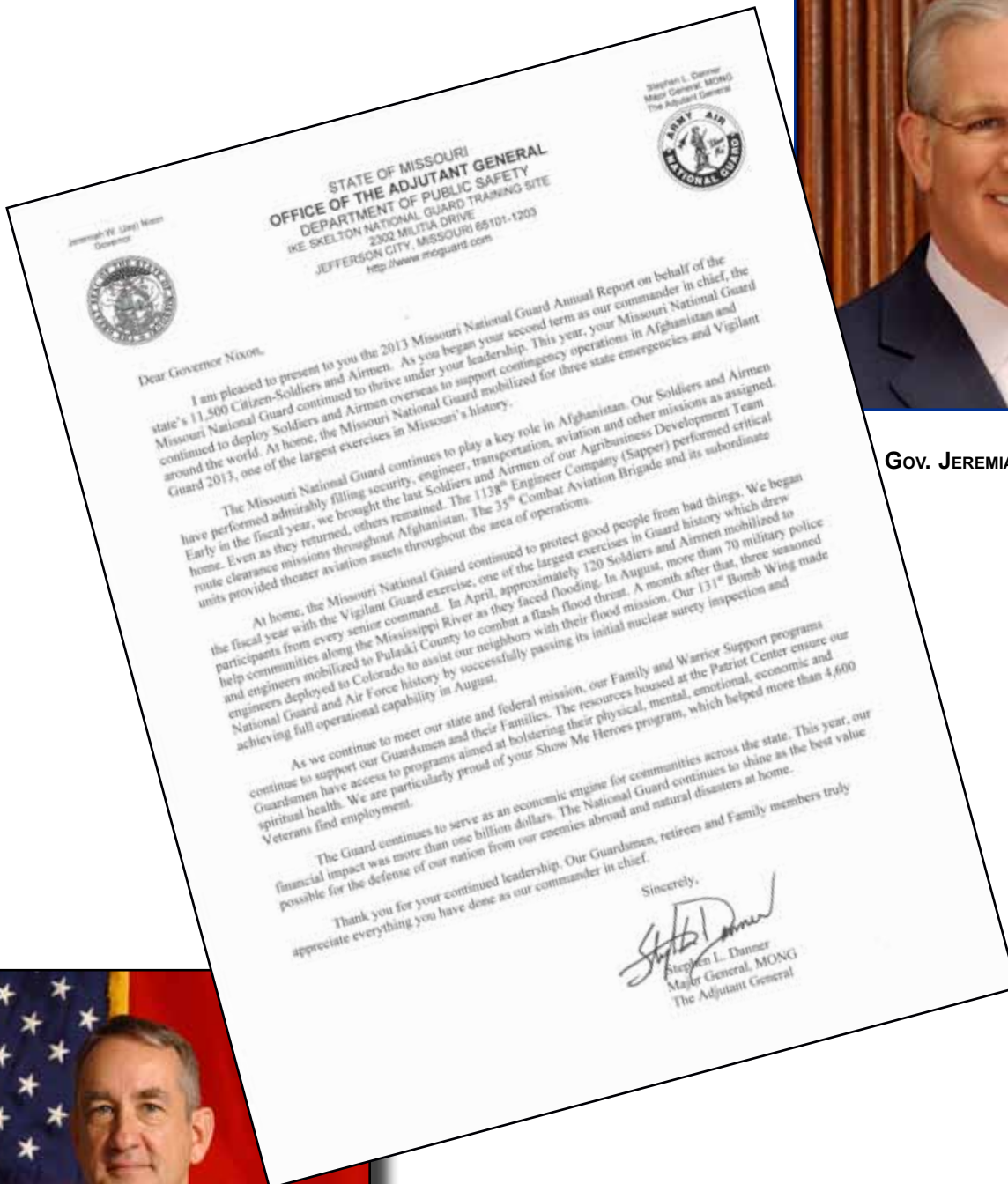
*The Missouri Minuteman*

**WOMAN'S PLACE IN WAR**  
The Army of the United States  
has 239 kinds of jobs for women  
**THE WOMEN'S ARMY CORPS**





Gov. JEREMIAH W. NIXON



MAJ. GEN. STEVE DANNER

# MISSOURI NATIONAL GUARD

## 2013 ANNUAL REPORT

**Maj. Gen. Steve Danner**  
Adjutant General

**Command Chief Master Sgt. Laura Clark**  
State Command Chief

**Command Sgt. Maj. Will Pierce**  
State Command Sergeant Major

### MISSION

The Missouri National Guard has a long, proud history of service to the state and nation. With more than 11,500 Soldiers and Airmen, the Missouri National Guard stands ready to meet its dual state and federal mission.

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Visit us online at [www.MoGuard.com](http://www.MoGuard.com)

# EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

Fiscal year 2013 was the third year for the Adjutant General's strategic plan. The strategic plan has codified the Adjutant General's vision, allowing the entire organization – every Soldier, Airmen, civilian, and Family member – to synchronize for synergistic gains. To date, the plan's impact has been nothing short of dramatic and the organization is postured for even greater future accomplishment.

The plan's first goal is to **"Achieve a Culture of Readiness."** Mission accomplished. Unit readiness has reached all-time high levels, far exceeding National Guard Bureau's recently raised targets. Assigned strength as a special precursor for unit readiness has risen from less than 100 percent to 106 percent for the Missouri Army National Guard and 105 percent for the Missouri Air National Guard. Other essential individual Soldier and Airman readiness measures – medical, military skills qualification, fitness compliance and administrative preparedness – all continue tracking along historic highs. As in years past, mobilizing units report to active service exceeding Army standards and expectations. Combined with the 131st Bomb Wing's nuclear mission certification, the Missouri National Guard is dispassionately demonstrating the National Guard is every bit as ready to serve successfully and with distinction as its active duty service brethren.

The plan's second goal: **"Empower the Organization,"** is being realized daily. The organization's readiness success empirically demonstrates a decision-making, empowered force. Additionally, virtually every command climate survey expresses positive attitudes and exhibits trust in the chain of command. Techniques like

formalizing objective assignment and promotion selection processes have been critical in successes to date. In traditional Show-Me state fashion, the Missouri National Guard is leading by example. Maj. Gen. Steve Danner is the chairman of the National Guard Association of the United States, and multiple senior leaders are serving on national committees where they share Missouri's visionary practices to help the entire Guard Nation.

The plan's third goal: **"Optimize Responsible Resource Management"** is a Missouri National Guard strength now more than ever. The Theater Aviation Sustainment Maintenance Group, universally renowned as the nation's best, brings tens of millions of dollars in federal funding to Missouri. This extremely high-tech facility and organization saves the Army hundreds of millions repairing and retrofitting aircraft. The Missouri National Guard has increased training site utilization more than 150 percent, providing quality training locally, freeing up millions from travel accounts for critically underfunded programs like security, resiliency, personnel administration and logistical support. Recent external inspections (e.g., Command Logistics Readiness Team) have commended the Missouri National Guard as national leaders.

The Missouri National Guard is on target to achieve Maj. Gen. Danner's vision for it as, "a recognized community and national leader in Soldier, Airmen, and Family readiness, possessing agile and effective units capable of responding to changing demands." Currently, the Adjutant General has the organization pushing forward, retooling weaknesses while consolidating and institutionalizing successes.

## MISSION

The Missouri National Guard organizes, trains and prepares a Family and community-based force of ready Citizen-Soldiers and Airmen as units to defend and serve the people of Missouri and the United States of America.

## VISION & VALUES

The Missouri National Guard is a recognized community and national leader in Soldier, Airman and Family readiness, possessing agile and effective units capable of responding to changing demands.



**S**oldier, Airman and Family-focused  
**H**onor in all we do  
**O**pportunities for all  
**W**illing to learn

**M**eet changing demands  
**E**mpower and mentor

To learn more about the Missouri National Guard's strategic plan, visit:

[www.moguard.com/cmss\\_files/attachmentlibrary/MissouriArmyNationalGuardStrategicPlan13July2012.pdf](http://www.moguard.com/cmss_files/attachmentlibrary/MissouriArmyNationalGuardStrategicPlan13July2012.pdf)

# MISSOURI NATIONAL GUARD FINANCIAL IMPACT

## FISCAL YEAR 2013



Traditional Guard Pay	\$133,755,200
Active Guard Pay	\$93,238,717
Civil Service Technician Pay	\$112,262,418
Mobilized Pay	\$73,428,290
State Pay	\$3,313,381
<b>TOTAL GUARD RELATED PAYROLLS:</b>	<b>\$415,998,007</b>
Total Contracts, Supplies Equipment, Maintenance, and Repair	\$175,287,537
Local Construction Projects, State and Federal	\$15,996,276
<b>TOTAL GUARD RELATED OPERATIONAL EXPENDITURES:</b>	<b>\$191,283,813</b>
<b>TOTAL MISSOURI GUARD EXPENDITURES:</b>	<b>\$607,281,820</b>
x Missouri National Guard Multiplier	1.70
<b>TOTAL ECONOMIC IMPACT</b>	<b>\$1,032,379,094</b>

Through its community-based organization, federal and state funding for Missouri National Guard (ARNG/ANG) activities provides an economic benefit to communities throughout Missouri as the money received is turned over several times in every segment of the state economy.

This unique presence is financially supported through a mixture of federal and state funding. Economic benefits occur in the form of military and civilian pay and allowances, the purchase of goods and services, and through capital investments in military construction projects. In deriving the economic impact data for FY13, financial information was collected from the official accounting records of the Missouri Army and Air National Guard. The total economic impact figure was accelerated by 1.70 times to reflect the National Guard Bureau economic money-multiplier effect of dollars in action throughout Missouri communities.

<u>CITY (County)</u>	<u>TOTAL</u>
ALBANY (GENTRY)	\$2,479,846
ANDERSON (McDONALD)	\$2,246,098
AURORA (LAWRENCE)	\$5,506,596
BALLWIN (ST LOUIS)	\$213,100
BOONVILLE (COOPER)	\$5,471,160
CAPE GIRARDEAU (CAPE GIRARDEAU)	\$8,372,038
CARTHAGE (JASPER)	\$2,286,913
CENTERTOWN (COLE)	\$2,725
CHILLICOTHE (LIVINGSTON)	\$2,661,145
CLINTON (HENRY)	\$6,804,604
COLUMBIA (BOONE)	\$4,054,929
DeSOTO (JEFFERSON)	\$1,986,622
DEXTER (STODDARD)	\$1,834,138
DONIPHAN (RIPLEY)	\$1,526,989
FARMINGTON (ST FRANCOIS)	\$13,177,375
FESTUS (JEFFERSON)	\$6,560,745
FLORISSANT (ST LOUIS)	\$536,121
FREDERICKTOWN (MADISON)	\$1,063,313
FORT LEONARD WOOD (PULASKI)	\$19,112,195
FORT LEONARD WOOD Air (PULASKI)	\$1,174,233
FULTON (CALLAWAY)	\$2,299,589
HANNIBAL (MARION)	\$3,670,966
HARRISONVILLE (CASS)	\$6,130,705
INDEPENDENCE (JACKSON)	\$2,687,106
JACKSON (CAPE GIRARDEAU)	\$1,910,067
JEFFERSON BARRACKS (ST LOUIS) Army	\$16,544,301
JEFFERSON BARRACKS (ST LOUIS) Air	\$19,568,065
JEFFERSON CITY Army (COLE/CALLAWAY)	\$83,150,081
JEFFERSON CITY Air (COLE/CALLAWAY)	\$4,457,669
JOPLIN (JASPER)	\$5,890,146
KANSAS CITY (JACKSON)	\$25,839,025
KENNETT (DUNKLIN)	\$2,015,122
KINGSHIGHWAY	\$23,245
KIRKSVILLE (ADAIR)	\$243,527
LAMAR (BARTON)	\$473,740
LEBANON (LACLEDE)	\$3,346,518
LEXINGTON (LAFAYETTE)	\$8,157,242
MACON (MACON)	\$11,957,511
MARSHALL (SALINE)	\$5,082,581
MARYVILLE (NODAWAY)	\$4,384,267
MEXICO (AUDRAIN)	\$2,373,793
MOBERLY (RANDOLPH)	\$2,152,308
MONETT (BARRY)	\$4,370,293
NEOSHO (NEWTON) Camp Crowder	\$3,005,742
NEVADA (VERNON) Camp Clark	\$6,968,112
OZARK (CHRISTIAN)	\$426,200
PERRYVILLE (PERRY)	\$2,435,432
PIERCE CITY (LAWRENCE)	\$4,747,902
POPLAR BLUFF (BUTLER)	\$4,127,283
PORTAGEVILLE (NEW MADRID)	\$1,532,869
RAYTOWN (JACKSON) Field Maintenance Shop	\$877,742
RICHMOND (RAY)	\$4,373,985
ROLLA (PHELPS)	\$3,172,929
SEDALIA (PETTIS)	\$18,670,845
SIKESTON (SCOTT)	\$1,829,717
SPRINGFIELD (GREENE)	\$53,060,636
ST. CLAIR (FRANKLIN)	\$3,399,980
ST. JOSEPH (BUCHANAN) Air	\$76,933,792
ST. JOSEPH (BUCHANAN) Army	\$8,492,445
ST. LOUIS (ST LOUIS) Air	\$7,981,113
ST. LOUIS (ST LOUIS) Army	\$13,734,562
ST. PETERS (ST CHARLES)	\$691,120
TRENTON (GRUNDY)	\$5,229,432
WAPPAEELLO (WAYNE)	\$71,868
WARRENSBURG (JOHNSON)	\$5,277,284
WARRENTON(WARREN)	\$3,480,616
WEST PLAINS (HOWELL)	\$2,017,604
WHITEMAN AIR FORCE BASE (JOHNSON) Air	\$39,938,784
WHITEMAN AIR FORCE BASE (JOHNSON) Army	\$31,005,074
<b>TOTAL:</b>	<b>\$607,281,820</b>



# STATE EMERGENCY MISSIONS

## MISSION

The Missouri National Guard's state mission is to support the Governor by providing trained personnel and equipment to protect life and critical infrastructure, and to maintain peace, order and public safety.

## STATE EMERGENCY MISSIONS AND EXERCISES

**Exercise Vigilant Guard:** The Missouri National Guard participated in the Vigilant Guard exercise from November 3 – 9, 2012, with Guardsmen from seven states and multiple state and local agencies. Nearly every Missouri unit participated in the exercise, which simulated a New Madrid Seismic Zone earthquake. The exercise provided the Guard with an opportunity to improve cooperation and operational relationships with civil authorities and federal military partners.

**Operation Show Me Spring Tide:** The Missouri National Guard deployed 118 Soldiers and Airmen to respond to flooding in Clarkesville and Dutchtown along the Mississippi River from April 19-27. Guardsmen worked around the clock with local communities filling sandbags, constructing and monitoring levees, and operating water pumps.

**Operation Show Me Summer Deluge:** The Missouri National Guard deployed 50 military police and 20 engineers to assist local civil authorities in protecting lives and property threatened by flash floods in areas of southern Missouri impacted by flooding from recent heavy rain. Soldiers worked alongside other state agencies including the Missouri Highway Patrol and supported civil authorities in Laclede, Miller, Phelps, and Pulaski counties from August 8-10, 2013.

**Colorado Flood Support:** The Missouri National Guard deployed a team of three engineers to Colorado from September 18-21, 2013. As subject matter experts in their field, the engineers assisted in conducting damage assessments of more than 1,000 miles of highways and more than 150 bridges degraded by heavy flooding.

## STATE AND FEDERAL CAPABILITIES

### Command and Control Headquarters *Army/Air*

- Command and control of military forces
- Military forces support to civil authorities coordination
- Support for government continuity of operations
- Response planning and coordination support

### Aviation *Army/Air*

- Airport operations
- Command and control aircraft
- Supplies and equipment distribution
- Reconnaissance
- Search and rescue
- Security operations

### Engineer *Army/Air*

- Barrier construction
- Health and wellness checks
- Horizontal and vertical construction
- Emergency route clearance
- Search and rescue
- Power Generation
- Security operations

### Infantry *Army*

- Health and wellness checks
- Search and rescue
- Security operations

### Medical *Army/Air*

- Health and wellness checks
- Medical assistance
- Sustainment operations

### Military Police *Army/Air*

- Health and wellness checks
- Search and rescue
- Security operations
- First responder and key personnel transportation support

### Signal *Army/Air*

- Communications
- Network security
- Information management and distribution

### Support Battalion/Units *Army/Air*

- Health and wellness checks
- Security operations
- Sustainment operations

### Transportation *Army/Air Guard*

- Distribution of supplies/equipment
- On- and off-road transportation

### Chemical, Biological, Radiological and Nuclear (CBRN) *Army/Air Guard*

- Military CBRN forces command and control
- Security operations
- Search, rescue and extraction
- Technical and mass decontamination
- Medical triage and lifesaving
- Incident management communications
- Hazard identification and mitigation advice



# FEDERAL DEPLOYMENTS

## MISSION

The Missouri National Guard supports national military objectives by providing trained and equipped Soldiers and Airmen for federal mobilization. From October 2012 through September 2013, the Missouri National Guard deployed 1,364 Soldiers and 175 Airmen around the world.

## OVERSEAS DEPLOYMENTS

935th Aviation Support Battalion	Springfield
35th Combat Aviation Brigade	Sedalia
1138th Engineer Company (Sapper)	Farmington
Det. 3, Company F, 1-169th Aviation Regiment (Medevac)	Springfield
1-135th Aviation Regiment (Attack)	Whiteman Air Force Base
1438th Engineer Company (Multi-Role Bridge)	Macon
70th Mobile Public Affairs Detachment	Jefferson City
Detachment 40, Operational Support Airlift Command	Jefferson City
1107th Aviation Group (Theater Aviation Sustainment Maintenance)	Springfield
Agribusiness Development Team VI	Jefferson City
131st Bomb Wing	Whiteman Air Force Base
139th Airlift Wing	St. Joseph
157th Air Operations Group	Jefferson Barracks



# STATE OF THE MISSOURI NATIONAL GUARD

## AIR NATIONAL GUARD

*The Missouri Air National Guard achieved 104.89 percent strength with 2,401 Airmen.*

## ARMY NATIONAL GUARD

*The Missouri Army National Guard achieved 106 percent strength with 9,173 Soldiers.*

## ORGANIZATION

The Missouri National Guard provides trained, ready forces to the Governor and President. Readiness is the formation's cornerstone. Having achieved all-time highs, Missouri is a national leader in individual and unit readiness. Individual Soldiers and Airmen must

be proficient leaders who are disciplined, duty-qualified, medically and administratively ready, professionally developed, and resilient. Units respond when called, empirically exceeding standards and expectations.

## EQUIPMENT

The Missouri National Guard is currently equipped at 83 percent critical dual use - state and federal -equipment.

Missouri continues to receive equipment at record levels, including Apache Longbow helicopters, light and medium trucks, Blue Force Tracker, weapons, and navigation and night vision devices. The Command Logistics Review Team rated Missouri a top state,

giving noteworthy ratings in the Command Supply Discipline Program, mobilization logistics and unit supply, ammunition and Hazmat management.

The Missouri National Guard utilized its equipment significantly during pre-mobilization, annual trainings, and state emergency response operations.

## OPERATIONAL FORCES

The Missouri National Guard continues to lean forward and prepare Soldiers, Airmen and units for deployment around the world, extending the Guard's capabilities and initiatives to protect Missouri and the nation.

In Fiscal Year 2013, Missouri National Guardsmen deployed to support aviation, engineering, public affairs, and medical missions, among others. The 35th Combat Aviation Brigade completed its mission supporting Operation Enduring Freedom – Kuwait where it provided theater command and control to all aviation assets. Subordinate units including the 935th Aviation Support Battalion, Det. 3, Company F, 1-169th Aviation Regiment (Medevac), and 1-135th Aviation Regiment (Attack) also deployed overseas to the Kuwait mission and combat operations in Afghanistan. Other deployed aviation assets include the 1107th Aviation Group (Theater Aviation Sustainment Maintenance) and Det. 40, Operational Support Airlift Command also deployed to theater.

The 35th Engineer Brigade deployed two units to support Operation Enduring Freedom in Afghanistan. These were the 1138th

Engineer Company (Sapper), and the 1438th Engineer Company (Multi-Role Bridge), which performed route clearance and bridge support operations, respectively. The Sixth Agribusiness Development Team was also deployed to Afghanistan in support of Operation Enduring Freedom, where its Soldiers and Airmen facilitated agricultural reconstruction and development in the Nangarhar Province.

70th Troop Command is tasked as the FEMA Region VII Homeland Response Force (HRF), one of only 10 HRFs nationwide. While capable as an all-hazards response force, the unit is designed to respond to Chemical, Biological, Radiological, and Nuclear incidents. When directed by proper authority and upon consent of the Governor, the Homeland Response Force alerts, assembles, and deploys within 6-12 hours and conducts command and control, security, search and rescue/search and extraction, decontamination, and medical triage as needed to save lives and mitigate human suffering. Troop Command worked diligently to achieve HRF validation by the Secretary of Defense in 2012, and continues to work hard ensuring it will be re-validated in March 2015.

## PLANNING AND PREPAREDNESS

The Missouri National Guard continues to expand emergency response planning, training and engagement efforts with civil authorities. Interagency coordination and planning continue to take place to improve emergency response efficiency and effectiveness.

The Guard teamed with the Federal Emergency Management Agency and Missouri State Emergency Management Agency to develop a comprehensive New Madrid Seismic Zone earthquake response plan spanning all emergency support functions.

Seventy-four Missouri National Guardsmen were trained as liaison officers over the past 12 months. The liaison officers coordinate with and inform emergency management directors of Missouri National Guard response capabilities and limitations, increasing the overall efficiency of the response.

The Missouri National Guard continues to ensure key command and staff personnel are fully trained in the National Incident Management System and Defense Support to Civil Authorities.

The state of Missouri recently participated in exercise Cyber Shield 2013 with 39 other states and territories. Cyber Shield 2013 was a defensively-focused unclassified cyber exercise that developed, trained, and evaluated Army and Air National Guard cyber-capable forces, threat analysis teams, and operation centers in order to prepare them for the cyber threats of today and tomorrow.

The Missouri National Guard is currently involved in planning and preparation to participate in the Central U.S. Earthquake Consortium Capstone Exercise. The exercise will focus on Defense Support to Civil Authorities for a New Madrid Seismic zone catastrophic earthquake. It is designed to strengthen partnerships between local, state, and federal governments, while engaging public and private sector entities in planning response and recovery.

Today and into the future, the Missouri National Guard will continue to participate in numerous workshops, conferences and table-top activities and address capability gaps in reference to a response to a catastrophic event.



# ACCOMPLISHMENTS

## MISSOURI RESERVE FORCE

The Missouri National Guard is helping Gov. Jay Nixon build a volunteer force, the **Missouri Reserve Force**. Under Missouri law, Maj. Gen. Steve Danner, the Adjutant General, has established the Missouri Reserve Force to complement the National Guard in its mission to assist civil authorities in emergencies and natural disasters, to assist the National Guard in carrying out its mission to recruit, train, and prepare National Guard Soldiers and Airmen to deploy in service to the U.S. and to assist Family members at home during deployments. Every member is a true volunteer who serves without pay and will bear their own expense for service, travel, uniforms and incidentals. The initial recruitment for Missouri Reserve Military Force volunteers comes from Missouri Army and Air National Guard retirees. Their experience and knowledge of emergency and disaster operations in support of civil authorities are valuable assets to the state.

The Missouri Reserve Force is now beginning to recruit Veterans of all services and other professionally-licensed personnel including, but not limited to, doctors, dentists, attorneys and engineers. It is also now recruiting those with backgrounds in counseling, amateur radio operations, law enforcement, firefighting and emergency response, as well as farmers, ranchers, and National Incident Management System emergency management-qualified citizens. Since

this is a truly civilian-skills oriented reserve force, weapons training or use of arms are not part of the Missouri Reserve Force mission.

Membership in the Force may not include any person serving in the active duty, National Guard or Army Reserve, to include Ready Reserve and Standby Reserve. Retired Reserve members may volunteer for the Force.

Recently, the Missouri Reserve Force has focused personnel training as liaison officers to supplement the National Guard Soldiers who are the Missouri National Guard's bridge to local cities, towns and county governments.

Missouri Reserve Force applicants and members must self-certify that they are able-bodied citizens and capable of performing moderate physical activity including sandbagging, chain saw operation, debris removal, and search and rescue walking. Personnel in the professional and Partners in Care categories must self-certify they are capable of performing their profession.

If you are interested in becoming a volunteer member of the Missouri Reserve Force please contact the Office of the Adjutant General at 573-638-9633 or e-mail: [ngmo.mrf@ng.army.mil](mailto:ngmo.mrf@ng.army.mil).

## FAMILY RESILIENCY CENTER

The Missouri National Guard Foundation is working with private partners to build a new Family Resiliency Center at its headquarters at Ike Skelton Training Site in Jefferson City. The Center will provide a cornerstone for programs designed to combat the military service-related challenges that face Guardsmen and their Families.

The Missouri National Guard Foundation has received more than \$600,000 in donations from organizations, businesses and individuals. Generous contributions have been made by the Veterans United and World Wide Technology foundations, Ameren-Missouri, and Kansas City-based J.E. Dunn Construction, to name a few. As important are the countless individuals who have donated through the federal and state combined charitable campaigns, shared proceeds from use of the Guard Credit Card, and personal donations.

There has been a marked increase in deployments since Sept. 11, 2001. Accordingly, there has been an increase in the need for services to address the stress that comes with adjustment from active duty to civilian life often experienced by Guard members and their Families. The Foundation's top priority is to meet the increasing need to support those who do serve and have served in

the Missouri National Guard and the other armed forces branches and their Families. Its starting point is construction of the Center, because no federal or state funding is available for such a facility.

This Center will be the heart of the Pillars of Resiliency, a focal point for spiritual well-being, Family counseling and embedded behavioral health care. With offices, screening rooms, and counseling rooms to accommodate individuals and groups, the Center will support an array of services. Programs will help Guardsmen improve mental health, deal with grief, address stress-related matters, advance suicide awareness, and reunite with Family.

The Center will overlook the Missouri River from the bluffs of the Guard's headquarters in Jefferson City. It will include a non-denominational chapel area available for members of the armed services, Veterans, and their Families, to host funerals, memorial services, weddings and other ceremonies.

The Missouri National Guard Foundation continues to raise funds in support of the Center. For detailed information about the Resiliency Center, please visit [www.MONGF.org](http://www.MONGF.org).

## COUNCIL OF GOVERNORS AND NATIONAL GOVERNORS ASSOCIATION

The Missouri National Guard's Commander in Chief, Gov. Jay Nixon, continues to play a crucial national leadership role for the National Guard.

In 2013, Gov. Nixon was named chair of the National Governors Association Homeland Security and Public Safety Committee by association chair, Oklahoma Gov. Mary Fallin, and Vice Chair Colorado Gov. John Hickenlooper.

The Homeland Security and Public Safety Committee has jurisdiction within the Association over homeland security, the National Guard and homeland defense, criminal justice and public safety

and veterans affairs. Members of the committee ensure that the Governors' views are represented in the shaping of federal policy.

Gov. Nixon is also one of only 10 Governors to sit on the President's Council of Governors. The council's mission is to strengthen the partnership between the federal and state government and enhance the protection of the homeland. The President selects Governors for the council with input from Governors and Governors associations to serve two-year terms. The council reviews matters involving the National Guard, homeland defense, civil support, synchronization and integration of state and federal military activities in the US and other matters related to the council's charter.

# 35TH ENGINEER BRIGADE

FORT LEONARD WOOD



## MISSION

Missouri Engineers will always lead, clear the way, and build in any environment; selflessly serving and defending those in need.



## ORGANIZATION

Col. William B. Blaylock II  
Command Sgt. Maj. Steven A. Stuenkel

### Headquarters and Headquarters Company

Fort Leonard Wood

### 1140th Engineer Battalion

Cape Girardeau

- Headquarters and Headquarters Company - Cape Girardeau
- 220th Engineer Company (Horizontal) - Festus
- 880th Engineer Detachment (Haul) - Perryville
- Forward Support Company - Cape Girardeau
- 1138th Engineer Company (Sapper) - Farmington/Fredericktown
- 1438th Engineer Company (Multi-Role Bridge) - Macon/Kirksville

### 203rd Engineer Battalion

Joplin

- Headquarters and Headquarters Company - Joplin
- 1141st Engineer Company (Sapper) - Kansas City
- 1135th Engineer Company - Richmond
- 117th Engineer Team (Asphalt) - Monett
- Forward Support Company - Joplin
- 276th Engineer Company (Vertical) - Pierce City/Springfield
- 335th Engineer Team (Area Clearance) - Rolla
- 294th Engineer Company (Horizontal) - Carthage/Anderson

### 235th Engineer Detachment (Construction Management)

Fort Leonard Wood

## HIGHLIGHTS

- The 1140th Engineer Battalion's 1138th Engineer Company (Sapper) returned from a successful deployment to Afghanistan in August. The unit encountered 70 improvised explosive devices while conducting route clearance operations on over 27,000 kilometers of roadway to ensure coalition forces' freedom of movement.
- Shortly after arriving in Afghanistan in August, the 1438th Engineer Company constructed the largest bridge in Operation Enduring Freedom XIII history, which it named the Lakah Tizah Messerli Bridge in honor of Maj. Kelly Messerli, a previous 1438th commander who died of cancer in 2013.
- In late April, the 1140th Engineer Battalion performed State Emergency Duty as part of operation "Show-Me Spring Tide" in response to rising Mississippi flood waters that threatened the small Southeast Missouri community of Dutchtown. In August, Headquarters Company, 35th Engineer Brigade was called into action during Operation Summer Deluge in response to flash flooding in Pemiscott, Laclede, and Phelps counties.
- 203rd and 1140th Engineer Battalion units conducted horizontal and vertical troop projects at Missouri Training Sites as part of their annual training exercises; highlighted by a 144' culvert emplaced at the Macon Training Site by the 294th, 117th and 276th Engineer Companies.
- The brigade built on the contingency support brigade relationship with Army Southern Command by participating in Integrated Advance Exercise 2013, which exercised migrant personnel management in response to a significant event. Members of the 235th Design Management team performed survey and design missions in preparation for migrant relief efforts in Guantanamo Bay, Cuba.
- The 35th Engineer Brigade continued planning to support missions home and abroad with mobilization preparation of the 276th Engineer Company (Vertical) and the 220th Engineer Company (Horizontal), and with participation in Vigilant Guard. The brigade is conducting planning operations to prepare to assume mission command of engineer construction efforts in Guatemala in 2014.



# 110TH MANEUVER ENHANCEMENT BRIGADE

KANSAS CITY

## ORGANIZATION

Col. John M. Oberkirsch  
Command Sgt. Maj. John B. Sportsman

### Headquarters and Headquarters Company

Kansas City

### 1st Battalion, 138th Infantry Regiment

Kansas City

- Headquarters and Headquarters Company - Kansas City
- Company B - St. Louis
- Det. 1, Company C - Perryville
- Det. 1, Company D - Anderson
- Company A - Boonville
- Company C - St. Louis
- Company D - Monett
- 138th Forward Support Company - Jefferson City

### 1st Battalion, 129th Field Artillery

Maryville

- Headquarters and Headquarters Battery - Maryville
- Battery B - Chillicothe
- 1128th Forward Support Company - Marshall
- Battery A - Albany
- Battery D - Independence

### 311th Brigade Support Battalion

Lexington

- Headquarters and Headquarters Company - Lexington
- Det. 1, Company A - Lamar
- 548th Transportation Company - Trenton
- Company A - Nevada
- Company B - Fulton

### 135th Signal Company

Kansas City

## HIGHLIGHTS

• The 110th Maneuver Enhancement Brigade had several change of command ceremonies this year including the change of the brigade commander from Col. William Ward to Col. John M. Oberkirsch.

• During Vigilant Guard 2013, the 311th managed and transported supplies to units throughout the state, the 1-129th Field Artillery processed incoming units to ensure accountability and re-supply, and brigade staff tracked and assisted in information management between the field and state with the assistance of the 135th Signal Company, which provided communication equipment.

• In June, the 1-138th Infantry completed its first-ever joint live fire between battalion mortars and snipers during annual training. The snipers used new night vision scopes that were tested effective at 900 meters and effectively engaged targets at more than 1300 meters.

• The 1-129th Field Artillery conducted multiple field exercises at Fort Riley with focused training on specific Artillery skills and tasks including 37 separate occupations while shooting 1919 artillery rounds. Throughout training the 129th displayed ability to provide lethal fires with deadly accuracy in showcasing the Thunder Battalion's extraordinary ability to accomplish the mission by putting timely steel on target.



• During annual training the 110th conducted Standardized Integrated Command Post System Event III.

• The 135th Signal Company changed commanders February 2013 as Capt. Avinash Ferrao took command from Capt. Benjamin Bruening. During the company's annual training at Camp Crowder, its Soldiers provided secure and non-secure voice and data links through satellite connectivity for the 110th.

• During the 311th Brigade Support Battalion's second annual training period, the battalion deployed the full complement of modernized equipment and digital communications systems to Camp Crowder to provide a support area where subordinate units conducted logistical activities while also taking needed time to focus on improving individual Soldier fitness, recognizing achievements, and welcoming new noncommissioned officers into the NCO Corps.

• The 548th Trans Co held a ceremony to present the unit with the Meritorious Unit Citation for their service in Afghanistan in 2011-2012.



## MISSION

The 110th Maneuver Enhancement Brigade is a mission-tailored force that conducts support area operations, maneuver support operations, and support to consequence management and stability operations in order to assure the mobility, protection, and freedom of action of the supported force.





# 70TH TROOP COMMAND

JEFFERSON BARRACKS



## MISSION

The mission of the 70th Troop Command is to provide mission command, training guidance, assistance and administrative and logistical support to its subordinate commands.

The command serves as the FEMA Region VII Homeland Response Force.

## ORGANIZATION

Col. James G. Allison  
Command Sgt. Maj. Jay W. Marsden

### Headquarters and Headquarters Detachment

Jefferson Barracks

### 175th Military Police Battalion

Columbia

- Headquarters and Headquarters Detachment - Columbia
- 2175th Military Police Company - Hannibal
- 3175th Military Police Company - Warrenton
- 1139th Military Police Company - Harrisonville
- Det. 1, 2175th Military Police Company - Moberly
- Det. 1, 3175th Military Police Company - Mexico

### 205th Military Police Battalion

Poplar Bluff

- Headquarters and Headquarters Detachment - Poplar Bluff
- Det. 1, 1137th Military Police Company - Jackson
- 1138th Military Police Company - West Plains
- 1175th Military Police Company - St. Clair
- 1137th Military Police Company - Kennet
- Det. 2, 1137th Military Police Company - Doniphan
- Det. 1, 1138th Military Police Company - Springfield
- Det. 1, 1175th Military Police Company - St. Louis

### 835th Combat Sustainment Support Battalion

Jefferson City

- Headquarters and Headquarters Company - Jefferson City
- Det. 1, 735th Quartermaster (Field Service Company) - Rolla
- 1221st Transportation Company - Dexter
- Det. 2, 1221st Transportation Company - Sikeston
- 3175th Chemical Company - St. Louis (Lambert)
- 735th Quartermaster (Field Service Company) - DeSoto
- 1035th Maintenance Company - Jefferson Barracks
- Det. 1, 1221st Transportation Company - Portageville
- 1138th Transportation Company (Medium Truck) - Jefferson Barracks

### 7th Weapons of Mass Destruction Civil Support Team

Jefferson City

### Homeland Response Force

Jefferson Barracks

## HIGHLIGHTS

• 70th Troop Command exercised brigade, battalion, and company-level staffs during the Vigilant Guard exercise in November 2012.

• Continued to conduct operations as the Homeland Response Force Mission Command (70th Troop Command Headquarters and Headquarters Detachment), Chemical, Biological, Radiological and Nuclear (CBRN) Assistance Support Element (205th and 175th Military Police Battalions), CBRN task Force mission command (835th Combat Sustainment Support Battalion), decontamination (3175th Chemical Company), and search and extraction (735th Quartermaster Company) elements.

• The 70th Troop Command remains the largest brigade in the Missouri Army National Guard with an assigned strength of 2,188 Soldiers.

• Participated in Operation Show Me Spring Tide, a state emergency duty flood response mission, in April 2013, with the 175th Military Police Battalion focusing on flood response in St. Charles and Clarksville, and the 835th Combat Sustainment Support Battalion used transportation assets at the Cooper Flight Facility to relocate equipment in the flood plain.

• Conducted successful Yellow Ribbon and post-mobilization activities for multiple units in the brigade following successful deployments to Sinai and Qatar.



# 35TH COMBAT AVIATION BRIGADE

SEDALIA

## ORGANIZATION

Col. Thomas Burson  
Command Sgt. Maj. William J. Vogel, Jr.

### 1-135th Aviation Regiment (Attack)

### Whiteman Air Force Base

- Headquarters Company - Whiteman Air Force Base
- Company B - Whiteman Air Force Base
- Company D - Whiteman Air Force Base
- Company A - Whiteman Air Force Base
- Company C - Whiteman Air Force Base
- Company E - Whiteman Air Force Base/Clinton

### 3-135th Aviation Regiment

### Lebanon

- Headquarters Support Company - Lebanon
- Company B, 1-376th Aviation - Jefferson City
- Det. 3, Company I, 185th Aviation Regiment - Springfield
- 1-169th Aviation (MEDEVAC) - Springfield
- 1-106th Aviation Regiment - Fort Leonard Wood
- Det. 40, Operations Support Airlift Command - Jefferson City

### 935th Aviation Support Battalion

### Springfield

- Headquarters Support Company - Springfield
- Detachment 3, Company B - Warrensburg
- Company A - Aurora
- Company C - Warrensburg

## HIGHLIGHTS

• Brigade Headquarters and Headquarters Company deployed in support of Operation Enduring Freedom – Kuwait, providing support to 35th Combat Aviation Brigade Task Force Santa Fe. The task force was key in strengthening strategic partnerships with Kuwait, Saudi Arabia, Jordan and the United Arab Emirates.

• The 35th ensured US Army Central's ability to mobilize the Deployable Aviation Task Force, execute aviation contingency operations plans, conduct joint and partnership operations and execute air movement operations in theater.

• The 35th supported a combined total of 11,000 flight hours, which supported vital theater missions, the inter theater movement of 2,600 passengers and 160,000 lbs of cargo. The 35th supported more than 300 hours tied to partnership missions and operations. Several Army aviation firsts occurred and world class aviation support was provided throughout the Joint Security Area-Georgia's area of operations. The unit returned to Missouri in April 2013.

• The 935th Aviation Support Battalion deployed 277 Soldiers from four companies from Missouri, Illinois and South Dakota to support Operation Enduring Freedom-Kuwait. Its mission was to support the 35th and other coalition forces logistically. The battalion focused on aviation and vehicle maintenance, medical operations, transportation, ammunition, distribution and communication operations. The unit returned to Fort Hood, Texas, in April 2013.

• The 935th's rear detachment, 226 Soldiers, ensured Soldiers remained vigilant and prepared for contingency operations either state side or overseas, completing weapons qualification, improving individual Soldier readiness, and reducing the maintenance backlog to single digits. The rear also supported the forward unit with administrative actions that could not be performed from an austere environment.

• After conducting pre-mobilization training in Boise, Idaho, and Fort Hood, Texas, the 1-135th Aviation Battalion deployed to Afghanistan. In July, they were featured on "This One's For You" at the Cardinals game.

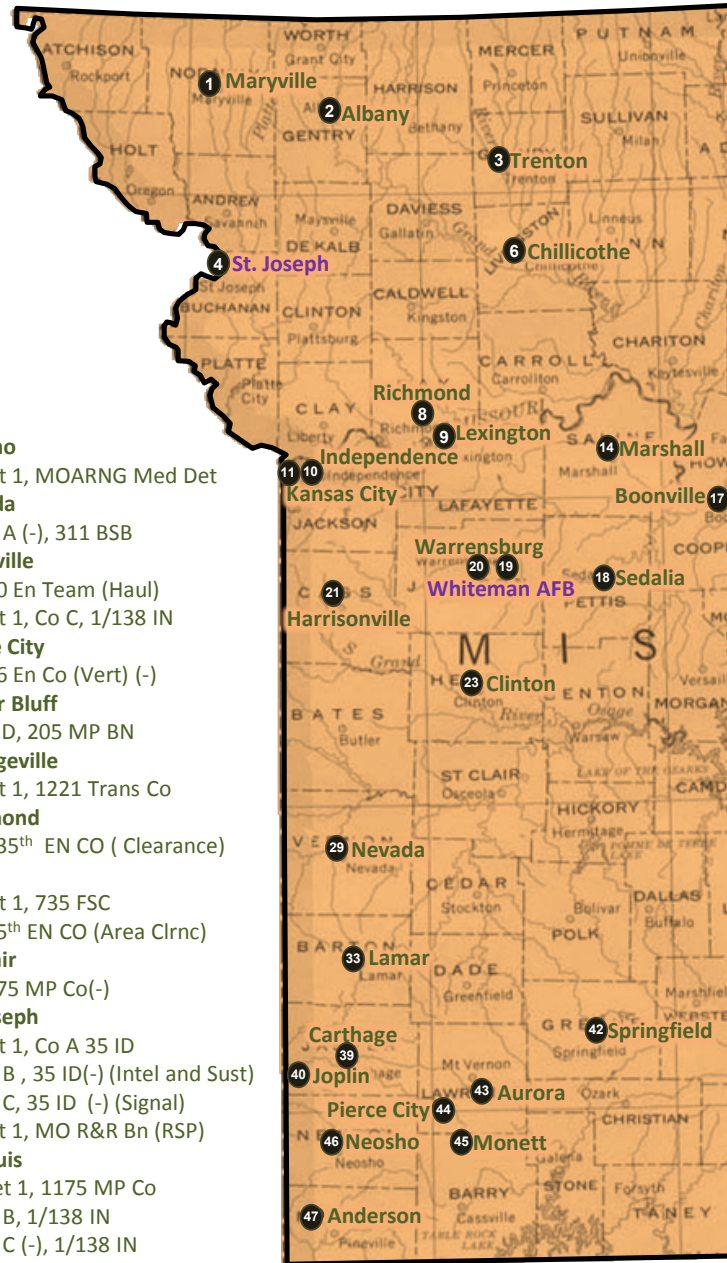


## MISSION

The 35th Combat Aviation Brigade deploys to an area of responsibility to provide command, control, staff planning and supervision of combat aviation brigade operations. The brigade's units fly a combination of AH-64D Apache attack helicopters, OH-58 Kiowa observation helicopters and UH-60 Black Hawk utility helicopters. It also has a detachment of two C-23 Sherpa cargo airplanes and a C-12 transport airplane. The brigade's units are capable of performing unit, intermediate and depot-level aviation maintenance. Missouri is one of only five locations in the U.S. with the capability to perform depot-level aviation maintenance.



# MISSOURI NATIONAL



- 2 **Albany**  
Btry A, 1/129 FAR
- 47 **Anderson**  
Det 1, 294 En Co (Spt)  
Det 1, Co D, 1/138 IN
- 43 **Aurora**  
Co A, 935 Spt Bn (ASB)
- 17 **Boonville**  
Co A, 1/138 IN
- 28 **Bridgeton**  
3175 Chem Co
- 52 **Cape Girardeau**  
HHC, 1140 ENGR BN  
FSC, 1140 EN BN  
Det 5, MO R&R Bn (RSP)
- 39 **Carthage**  
294 En Co (SPT) (-)
- 6 **Chillicothe**  
Btry B, 1/129 FAR
- 23 **Clinton**  
Co E (-), 1/135 AVN
- 16 **Columbia**  
HHD, 175 MP BN  
Det 6, MO R&R Bn (RSP)
- 35 **De Soto**  
735 QM Co (Fld Svc)(-)
- 55 **Dexter**  
1221 Trans Co (-)
- 57 **Doniphan**  
Det 2, 1137 MP Co
- 41 **Farmington**  
1138 En Co (-) (Sapper)
- 34 **Festus**  
220 EN Co (HORIZ)  
Det 7, MO R&R Bn (RSP)
- 37 **Ft. Leonard Wood**  
HHC, 35 ENGR BDE  
Co C, 1/106 AVN  
235 En Det (Const Mgmt Tm)  
Det 1, HHC, 1/106 AVN  
Det 1, Co D, 1/106 AV  
Det 1, Co E, 1/106 AV  
HQ, 140 REGT (RTI)  
2 Bn, 140 Regt (RTI)(GS)  
1 Bn (EN), Tng Bn  
RTS-M MO
- 49 **Fredericktown**  
Det 1, 1138 En Co (Sapper)
- 22 **Fulton**  
4175 MP Det (CID)  
Co B, 311 BSB
- 12 **Hannibal**  
2175 MP Co (CS)(-)
- 21 **Harrisonville**  
1139 MP Co
- Independence**  
Btry D, 1/129 FAR
- Jackson**  
Det 1, 1137 MP Co

- 31 **Jefferson Barracks**  
70 Troop Command  
1035 Maint Co (SMC)  
1138 Trans Co  
Det 1, 206 Med Co (Area Spt)  
Det 3, CO B, 35<sup>th</sup> ID (ACE)  
Det 2, MOARNG Med Det
- 26 **Jefferson City (Blue Army)**  
HHC, 835 CSSB  
138 FSC, 1/138 IN  
MO Recruiting and Retention Bn  
Co B, 1/376 Avn
- 25 **Jefferson City (CFF)**  
Det 40, OSACOM  
7 Civil Support Team (WMD)
- 27 **Jefferson City (ISTS)**  
HHD, JFHQ-MO  
Det 1, MOARNG ELE( Sel Svc) JFHQ  
135<sup>th</sup> ROC  
429<sup>th</sup> Trial Defense  
HHD, 229 Med Bn (Multifunction)  
70th Mobile Public Affairs Det  
1924 AQ Tm (Contg Contract)  
MOARNG Med Det (-)  
135 Military History Det
- 40 **Joplin**  
HHC, 203 ENGR BN  
FSC, 203 EN BN
- 11 **Kansas City**  
HHC, 110 MEB  
HHC, 1/138 IN RGMT BN  
1141 En Co (Sapper)  
205 ASMC  
Det 2, MO R&R (RSP)  
135 Sig NSC (CSB)
- 59 **Kennett**  
1137 MP Co (-)
- 5 **Kirksville**  
Det 1, 1438 En Co (MRBC)
- 33 **Lamar**  
Det 1, Co A, 311 BSB
- 38 **Lebanon**  
HHC, 3/135 Avn Rgt
- 9 **Lexington**  
HHBn, 35<sup>th</sup> ID  
HSC, 35<sup>th</sup> ID  
HHD, 311 Bde Spt Bn
- 7 **Macon**  
1438<sup>th</sup> En Co (MRBC)(-)  
Det 8, MO R&R Bn (RSP)
- 14 **Marshall**  
1128 FSC (HIMARS)
- 1 **Maryville**  
HHB, 1/129 FAR
- 15 **Mexico**  
Det 1, 3175<sup>th</sup> MP Co
- Moberly**  
Det 1, 2175 MP Co
- 13 **Monett**  
Co D (-), 1/138 IN

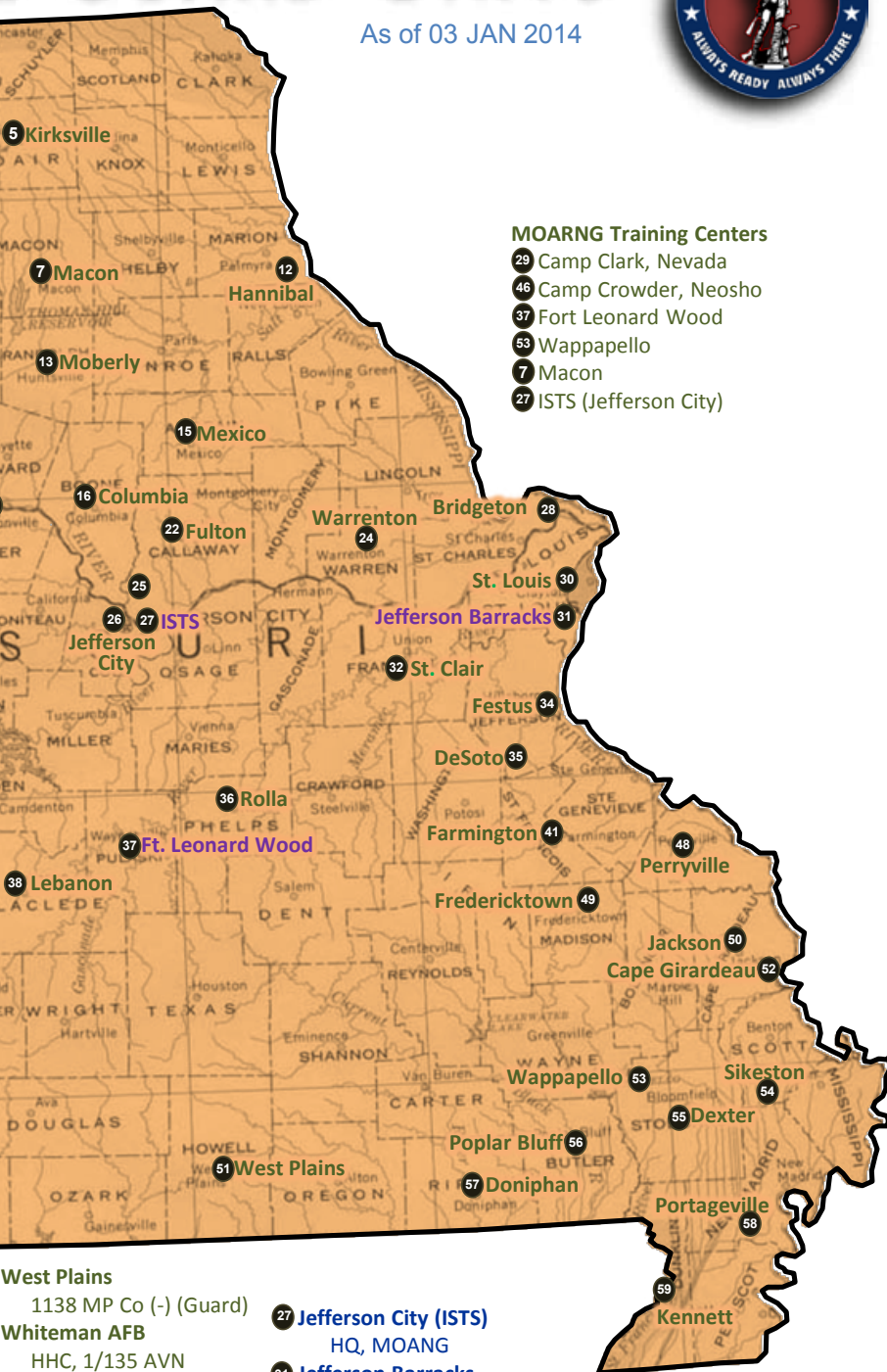
- 46 **Neosho**  
Det 1, MOARNG Med Det
- 29 **Nevada**  
Co A (-), 311 BSB
- 48 **Perryville**  
880 En Team (Haul)  
Det 1, Co C, 1/138 IN
- 44 **Pierce City**  
276 En Co (Vert) (-)
- 56 **Poplar Bluff**  
HHD, 205 MP BN
- 58 **Portageville**  
Det 1, 1221 Trans Co
- 8 **Richmond**  
1135<sup>th</sup> EN CO ( Clearance)
- 36 **Rolla**  
Det 1, 735 FSC  
335<sup>th</sup> EN CO (Area Clrnc)
- 32 **St. Clair**  
1175 MP Co(-)
- 4 **St. Joseph**  
Det 1, Co A 35 ID  
Co B, 35 ID(-) (Intel and Sust)  
Co C, 35 ID (-) (Signal)  
Det 1, MO R&R Bn (RSP)
- 30 **St. Louis**  
Det 1, 1175 MP Co  
Co B, 1/138 IN  
Co C (-), 1/138 IN
- 18 **Sedalia**  
HHC, 35 CAB HVY 35 ID  
Det 3, MO R&R Bn (RSP)
- 54 **Sikeston**  
Det 2, 1221 Trans Co
- 42 **Springfield (Armory)**  
HSC, 935 CS AVN SPT BN  
206 Med Co Area Spt (-)  
Det 1, 1138 MP Co (Guard)  
Det 4, MO R&R Bn (RSP)  
Det 1, 276 En Co (Vert)  
135 Army Band
- 42 **Springfield (Airport)**  
HHD, 1107 TASMG

- Co A, (Avn Spt Co), 1107 (TASMG)
- Co B, (Spt Co), 1107 (TASMG)
- Det 3, Co F, 1/169 AV MEDEVAC
- Det 10 CoE 1/169 AV MEDEVAC
- Det 10, Co D 1/169 AV MEDEVAC
- Det 3, Co I, 185 AV REGT(C23)
- 3 **Trenton**  
548 Trans Co (PLS)
- 20 **Warrensburg**  
Det 3, Co B, 935 Spt Bn (ASB)  
Co C, 935 Avn Spt Bn (ASB)
- 24 **Warrenton**  
3175 MP Co (-)



# L GUARD UNITS

As of 03 JAN 2014



## MOARNG Training Centers

- 29 Camp Clark, Nevada
- 46 Camp Crowder, Neosho
- 37 Fort Leonard Wood
- 53 Wappapello
- 7 Macon
- 27 ISTS (Jefferson City)

## West Plains

1138 MP Co (-) (Guard)

## Whiteman AFB

HHC, 1/135 AVN  
Co A, 1/135 AV  
Co B, 1/135 AVN  
Co C, 1/135 AVN  
Co D, 1/135 AVN  
Det 1, Co E, 1/135 AVN

## Bridgeton (Lambert)

239 CBCS

## Cannon Range (Ft. Wood)

Det 1, 131 FW

27 Jefferson City (ISTS)

HQ, MOANG

31 Jefferson Barracks

157 AOG

131 CF

131 CES

231 Civil En Sqdn

4 St. Joseph (Rosecrans)

139 Airlift Wing

241 ATC Sqdn

180 Airlift Sqdn

AATTC

19 Whiteman AFB

131 Bomb Wing

131 OG

110 Bomb Sqdn

131 MXG

131 MSG

131 LRS

131 FSS

## ACRONYM GUIDE

AATTC	Advanced Airlift Tactics Training Center
ACE	Analysis Control Element
AOG	Air Operations Group
ASMC	Area Support Medical Company
ASB	Aviation Support Battalion
ATC	Air Traffic Control
Avn.	Aviation
Bde.	Brigade
Bn.	Battalion
BSB	Brigade Support Battalion
Btry	Battery
CAB	Combat Aviation Brigade
CBCS	Combat Communications Squadron
CF	Communications Flight
CES	Civil Engineer Squadron
Chem.	Chemical
CID	Criminal Investigation Division
Clrmc	Clearance
Co.	Company
Const.	Construction
Contg	Contingency
CBRN	Chemical, Biological, Radiological, and Nuclear
CSSB	Combat Sustainment Support Battalion
CS	Combat Support
Ctr.	Center
Det.	Detachment
Ele	Element
En./ENGR	Engineer
FAR	Field Artillery Regiment
Fld Svc	Field Service
FSC	Forward Support Company
FSS	Force Support Squadron
GS	General Studies
HHB	Headquarters and Headquarters Battery
HHBn	Headquarters and Headquarters Battalion
HHC	Headquarters and Headquarters Company
HHd	Headquarters and Headquarters Detachment
HIMARS	High Mobility Artillery Rocket System
HORIZ	Horizontal
HSC	Headquarters Support Company
Hvy.	Heavy
ID	Infantry Division
IN	Infantry
JFHQ-MO	Joint Force Headquarters - Missouri
LRS	Logistics Readiness Squadron
Maint.	Maintenance
MEB	Maneuver Enhancement Brigade
Med.	Medical
Mgmt.	Management
MOANG	Missouri Air National Guard
MOARNG	Missouri Army National Guard
MP	Military Police
MPAD	Mobile Public Affairs Detachment
MRBC	Multi-Role Bridge Company
MSG	Mission Support Group
MXG	Maintenance Group
NSC	Network Support Company
OG	Operations Group
OSACOM	Operational Support Airlift Command
QM	Quartermaster
RGMT	Regiment
RTI	Regional Training Institute
RTS-M	Regional Training Site - Maintenance
Sec.	Section
SFS	Security Forces Squadron
SMC	Support Maintenance Company
Spt.	Support
Sqdn.	Squadron
STB	Special Troops Battalion
Svc.	Service
Sust.	Sustainment
TASMG	Theater Aviation Sustainment Maintenance Group
TCP	Tactical Command Post
TEBn	Training and Evaluation Battalion
Tm.	Team
Tng.	Training
Trans.	Transportation
Vert.	Vertical
WMD	Weapons of Mass Destruction

# 1107TH AVIATION GROUP

SPRINGFIELD



## MISSION

The 1107th Aviation Group supports the Missouri National Guard by way of its mission to provide a fixed-base theater of operations dedicated to sustainment/depot capability maintenance of rotary-wing aircraft. One of the largest Missouri Guard commands, the 485-member group supports a headquarters division and subordinate companies A and B, all based in Springfield.



## ORGANIZATION

Col. David G. Dippold  
Command Sgt. Maj. Edward J. Lambeth

### 1107th Aviation Group

- Headquarters and Headquarters Detachment - Springfield
- Company A - Springfield
- Company B - Springfield

Springfield

## HIGHLIGHTS

- In late 2012, a change of command was conducted between outgoing-commander Col. William J. Thomas and Col. David G. Dippold. Col. Dippold was previously assigned to Joint Force Headquarters as the state Army aviation officer, and worked with Command Sgt. Maj. Jack Lambeth to deploy the aviation depot repair team to southwest Asia in November 2013.
- The upcoming deployment will be split between Afghanistan and Kuwait theaters. The deployed Theater Aviation Maintenance Program (TAMP) mission includes aviation depot (-) repair, retrograde and aviation logistical theater support. The unit will mobilize from Ft. Hood, Texas.
- In March 2013, the 1107th Aviation Group fielded three teams participating in the Adjutant General's Marksmanship Match, placing second and fourth. Nine of the Adjutant General's top 20 shooters were also from the 1107th.
- The 1107th Aviation Group participated in the Modern Army Combatives V regional match and the Winston P. Wilson National matches. Staff Sgt. Joseph Salcido and Staff Sgt. Andrew Pipkin, of the 1107th, were on a four-Soldier team that took first place at the MAC V, and Staff Sgt. Salcido was on the Missouri team that took third place at the national match, which drew more than 335 competitors from all 50 states, Puerto Rico and Guam.
- The 1107th continues to take full advantage of the training opportunities at the Missouri National Guard's Theater Aviation Sustainment Maintenance Group Shop. This state of the art campus is continually growing its capacity to provide regional aviation repair support operations on UH-60 Black Hawk, AH-64 Apache and CH-47 Chinook aircraft.



# 35TH INFANTRY DIVISION (MO)

LEXINGTON

## ORGANIZATION

Col. (P) William A. Ward  
Command Sgt. Maj. Philip C. Butler

### 35th Infantry Division Headquarters, Headquarters Battalion

Lexington

- Headquarters and Headquarters Company - Lexington
- Company B - St. Joseph/Jefferson Barracks
- Company C - St. Joseph
- Det. 1, Company A - St. Joseph
- Det. 3, Company B - Jefferson Barracks

## HIGHLIGHTS

- In preparation for Ulchi Focus Guardian, the division conducted an internal communication exercise, "Santa Fe Ex," in April. Communication assets and the division G-6 personnel are part of Company C, of the Headquarters and Headquarters Battalion, and support the division headquarters. Santa Fe Ex was a success, and identified areas of improvement to better prepare the division to support real-world missions and/or more complex exercises.
- The 35th Infantry Division of Missouri participated in the two-week Ulchi Focus Guardian, under 1st Army, June 15-30 August. 35th Infantry Division provided liaison officers between Korea's 1st Army and 35th Infantry Division staff, while providing direct mission support to 1st Army during the exercise. This exercise enabled the division staff to utilize, exercise, and validate tactical operation procedures developed less than a year ago.
- Headquarters and Headquarters Battalion was tasked to support Kosovo Force-18 beginning in December 2013. Units have focused on comprehensive unit-level fitness throughout the year to ensure Soldiers are prepared.
- Units within the division participated in a number of specific training events leading to a greater enhancement of individual soldier and team knowledge. Effects of this training were capitalized upon during annual training in August 2013.
- Maj. Gen. John E. Davoren relinquished command of the 35th Infantry Division, Fort Leavenworth, Kan., to incoming commanding general, Brig. Gen. Michael D. Navrkal.
- Brig. Gen. David F. Irwin relinquished responsibility as assistant division commander (support) of the 35th Infantry Division, Fort Leavenworth, Kan., to Col. (P) William A. Ward.



## MISSION

The 35th Infantry Division is assigned in three states - Missouri, Kansas and Nebraska. The 35th Infantry Division (MO) specifically provides mission command and control of all divisional Soldiers from within the Missouri Army National Guard. The 35th Infantry Division trains and prepares a Family and community based force of Citizen-Soldiers to defend and serve the United States of America.





# SUPPORT ELEMENTS (GENERATING FORCE)

## JEFFERSON CITY



## ORGANIZATION

### 229th Special Troops Battalion (Multifunctional Medical Battalion)

Jefferson City

- Headquarters Detachment - Jefferson City
- 206th Area Support Medical Company - Springfield/St. Louis
- 70th Mobile Public Affairs Detachment - Jefferson City
- 135th Military History Detachment - Jefferson City
- 1924th Support Detachment (Contingency Contracting Team) - Jefferson City
- 4175th Military Police Detachment (Criminal Investigation) - Jefferson City
- 135th Support Detachment Rear Operations Center - Jefferson City
- 205th Area Support Medical Company - Kansas City
- Headquarters Detachment, Joint Force Headquarters - Jefferson City
- 135th Army Band - Springfield
- 429th Trial Defense Team - Jefferson City

### Missouri Army National Guard Training Center

Nevada

- MOARNG Training Center - Camp Crowder
- MOARNG Training Center - Fort Leonard Wood
- MOARNG Training Center - Macon
- MOARNG Training Center - Camp Clark
- MOARNG Training Center - Wappapello
- MOARNG Training Center - Jefferson City

### Recruiting and Retention Battalion

Jefferson City

- Detachment 1 (RSP) - St. Joseph
- Detachment 2 (RSP) - Kansas City
- Detachment 3 (RSP) - Sedalia
- Detachment 4 (RSP) - Springfield
- Detachment 5 (RSP) - Cape Girardeau
- Detachment 6 (RSP) - Columbia
- Detachment 7 (RSP) - Festus
- Detachment 8 (RSP) - Macon

### 140th Regional Training Regiment

Fort Leonard Wood

- Regional Training Site Maintenance - Fort Leonard Wood
- 1st Battalion (Engineer), Training Battalion - Fort Leonard Wood
- 2nd Battalion, 140th Regiment (Regional Training Institute) - Fort Leonard Wood

### Missouri Medical Detachment

Jefferson City/Neosho/Jefferson Barracks

- Troop Medical Clinic 1 - Jefferson City
- Troop Medical Clinic 2 - Jefferson Barracks
- Troop Medical Clinic 3 - Neosho

### Counterdrug Task Force

Jefferson City



# 157TH AIR OPERATIONS GROUP

JEFFERSON BARRACKS

## ORGANIZATION

Col. Richard Chapman  
Chief Master Sgt. Bill Wilson

157th Air Operations Group

Jefferson Barracks

## HIGHLIGHTS

- The 157th provided Airmen skilled in command and control and incident assessment and awareness to support state emergencies including Operation Show Me Spring Tide.
- The 157th provided skilled manpower to Pacific Air Forces, U. S. Air Forces in Europe, U.S. Africa Command, U.S. Central Command, National Guard Bureau and civil agencies in support of operations worldwide. Personnel from the 157th performed nearly 2,366 total man-days in support of contingency operations.
- Performed as the major command lead for Exercise Cobra Gold-13. Thirty-seven Airmen joined U.S. allies and military planners from more than 24 nations in Thailand to participate in Pacific Command's largest joint force, multinational exercise.
- Successfully participated in US Army Warfighter Exercise 13-4. Eighteen Airmen acted as the air component lead, exercising Air Force operational-Level command and control for the Army's premier corps-level exercise that tests mission command functions and systems.
- Twenty Airmen participated in Exercise Talisman Sabre. The exercise is a biennial training exercise that hones the interoperability of U.S. and Australian militaries. Training included missions from conventional conflict to peacekeeping and humanitarian assistance.
- The 157th hosted Exercise Virtual Flag 13.1, leading the synchronization of multiple, geographically-separate units into a virtual simulated theater environment to exercise the array of air operations command and control functions. The 157th performed as the air component command and control node and Joint Air Operations Center for approximately 350 joint players from tactical units and platforms conducting operation plan execution. Worldwide exercise players were connected virtually through the Distributed Mission Operations Center at Kirtland Air Force Base, New Mexico.
- Hosted and supported the historic last reunion of Stalag 17B World War II prisoners of war in May. Events supported included sponsoring individual reunion attendees, POW/MIA museum unveiling ceremony adjacent to Jefferson Barracks, and a recognition banquet including surviving ex-POWs and family members.



## MISSION

**157th Air Operations Group** provides a ready force of Airmen supporting the state of Missouri during man-made or natural disasters to save lives, protect property, and meet basic human needs of the Citizens of Missouri. It prepares and provides a trained cadre of Airmen skilled and experienced in operational-level command and control to augment the 613 Air and Space Operation Center. The group responds to operational requirements within the Headquarters, Pacific Air Force area of responsibility, which spans from the east coast of Africa to the west coast of the North/South American land mass.



# 131st Bomb Wing

WHITEMAN AIR FORCE BASE/JEFFERSON BARRACKS



## MISSION

The 131st Bomb Wing's mission is to train and equip skilled and proud Airmen who provide full spectrum, expeditionary, B-2 global strike combat support capabilities to geographic commanders and the US Strategic Command combatant commander. The wing also organizes, trains and prepares a community-based force of ready Citizen-Airmen to defend and serve the people of Missouri.



## ORGANIZATION

Col. Michael Francis  
Command Chief Master Sgt. Paul Carney

### 131st Operations Group

- 110th Bomb Squadron
- Detachment 1, Cannon Range
- 131st Operations Support Flight

### 131st Maintenance Group

- 131st Maintenance Squadron
- 131st Maintenance Operations Flight
- 131st Aircraft Maintenance Squadron

### 131st Mission Support Group

- 131st Logistics Readiness Squadron
- 131st Civil Engineer Squadron
- 131st Force Support Squadron
- 131st Communications Flight

### 131st Medical Group

### Tenant Units

- 231st Civil Engineer Squadron
- 239th Combat Communications Squadron

## HIGHLIGHTS

• The 131st Bomb Wing successfully passed the Initial Nuclear Surety Inspection and achieved full operational capability on Aug. 2, 2013.

• Approximately 90 131st Airmen deployed to support overseas contingency operations and the B-2 mission.

• Airmen from the 131st Civil Engineer Squadron completed construction and modernization projects in Window Rock, Ariz., to assist physically and mentally handicapped members of the Navajo nation.

• In September, Maj. Luke Jayne surpassed the 1,000 flying hours-mark in the B-2. Of the 12 current Airmen to achieve that milestone, seven are members of the 131st.

• The 110th Bomb Squadron celebrated its 90th anniversary, carrying on a proud tradition that stretches from flying Curtis JN-4 'Jennies' in St. Louis in the 1920s to B-2s at Whiteman Air Force Base today.

• Key elements of the 239th Combat Communications Squadron deployed to Shindand Air Base Afghanistan and provided secure data, voice and video services to coalition combat forces.





# 139TH AIRLIFT WING

ST. JOSEPH

## ORGANIZATION

Col. Michael Pankau  
Command Chief Master Sgt. Steven Hampton

### 139th Operations Group

- 180th Airlift Squadron
- 241st Air Traffic Control Squadron
- 139th Operations Support Flight

### 139th Maintenance Group

- 139th Maintenance Squadron
- 139th Maintenance Operation Flight
- 139th Aircraft Maintenance Squadron

### 139th Mission Support Group

- 139th Civil Engineer Squadron
- 139th Communications Flight
- 139th Services Flight
- 139th Security Forces Squadron
- 139th Logistics Readiness Squadron
- 139th Force Support Squadron
- 139th Environmental Management Office

### 139th Medical Group

- Medical Element, Homeland Response Force, FEMA Region VII

### Advanced Airlift Tactics Training Center

- Air Mobility Command Headquarters, Air Operations Squadron, Det. 5 - St. Joseph

## HIGHLIGHTS

- The 139th Operations Group received excellent results on the Airfield Operations Compliance Inspection.
- The 139th completed deployments to Operation New Dawn and Enduring Freedom, and completed two Coronet Oak deployments supporting Southern Command.
- The 139th Maintenance Group modified two aircraft with Real Time Information in the Cockpit equipment. The equipment is a situational awareness capability to receive, process, and display real-time and near real-time information in the cockpit and greatly improves air crew situational awareness.
- Wing environmental, safety and occupational health programs were further validated by successfully completing the Environmental, Safety and Occupational Health Compliance Assessment and Management Program inspection with no major findings.
- The Medical Component of the Missouri Homeland Response Force completed a deployed joint training event with the California medical HRF counterparts and the Missouri and California Fatality and Services Recovery Response Teams at the North Island Naval Air Station, California.
- As part of the Air National Guard Medical Service FY14 Transformation Plan, the 139th Medical Group manning increased from 67 positions to more than 90.
- The Advanced Airlifts Tactics Training Center was selected to carry on the mission of the legacy C-130 Weapons Instructor Course. As the Active Component curtails production of C-130H weapons officers, the 139th Airlift Wing has signed up to the task of carrying on this essential mission.



## MISSION

The 139th Airlift Wing composes 10 percent of the Missouri National Guard and is its largest concentration of personnel. The Wing remains engaged in global operations with well trained, equipped and deployable Citizen-Airmen for state and federal missions with immediate combat-ready aircraft. The wing's C-130

H-models are highly capable, reliable aircraft that perform a variety of roles including airlift and airdrop in peace and war time missions. The wing offers specialized units, including the 241st Air Traffic Control Squadron and the Advanced Airlift Tactics Training Center, which serves as the Air Mobility Center of Excellence for tactics and electronic warfare development. The wing is also home for the Medical Element, Homeland Emergency Response Force, Federal Emergency Management Agency Region VII.



# SPECIALIZED UNITS AND PROGRAMS

## 7TH WEAPONS OF MASS DESTRUCTION CIVIL SUPPORT TEAM

The 7th Weapons of Mass Destruction Civil Support Team is composed of 22 Active Guard Reserve Soldiers and Airmen available to the Governor and Adjutant General of Missouri to assist civil authorities by identifying unknown hazards, assessing their severity, advising on proper protective measures and assets, and aiding civil authorities in managing consequences.

The team is the tip of the spear of the Chemical, Biological, Radiological, or Nuclear (CBRN) enterprise, capable of deploying its advanced echelon

within 90 minutes of notification, and assessing the need for any additional follow-on military assets such as the Homeland Response Force or other traditional Missouri National Guard units.

In 2013, the team worked with civilian agencies in a variety of training events. It also continued to train with U.S. Army North assessors to prepare for upcoming evaluations and inspections. The team also worked with the Homeland Response Force to collaborate ideas and streamline training to make both teams more cohesive members of the CBRN enterprise.

## 140th Regiment - Missouri Regional Training Institute (RTI)

The mission of the 140th Regiment, Missouri Regional Training Institute, is to instruct Officer Candidate School, Warrant Officer Candidate School, and Military Occupational Specialty-Training courses for the military police, engineer and transportation career management fields. It also instructs ordnance mechanical maintenance military occupational specialty training and noncommissioned officer education courses through Regional Training Site Maintenance. The RTI also provides pre-mobilization training to deploying Missouri Guard units and other functional training events.

Headquartered at Fort Leonard Wood, the 140th consists of three battalions that conduct training at Fort Leonard Wood, Camp Clark in Nevada, and Camp Crowder in Neosho. The regiment's philosophy is to instruct officers, warrant officers, and enlisted Soldiers in the basic tenets of leadership, management and skills in order to develop and, in turn, lead the Missouri National Guard into the future.

The RTI believes in leadership by example, always leading from the front and better management through education and experience.

### Highlights for FY-13 Include:

- 1st Engineer Battalion conducted 11 classes training 165 Soldiers, including 75 Missouri Guardsmen, in MOS-qualifying engineer skills.

- 2nd Battalion (General Studies) conducted 18 courses, training 232 Soldiers, including 156 Missouri Guardsmen, in MOS-qualifying transportation, military police, and functional training skills. Six Soldiers graduated from Warrant Officer Candidate School and 16 from Officer Candidate School with 15 accepting commissions.

- The Regional Training Site-Maintenance trained 509 Soldiers, including 147 Missouri Guardsmen, in 53 MOS-qualifying and NCOES maintenance-related classes this year.

- The Pre-Mobilization Training and Assistance Element trained and certified more than 450 Soldiers supporting five mobilizations and five individual units, improving the readiness of these Missouri National Guard units for deployment.

- The 140th Regiment participated in the planning and execution of the Missouri National Guard Combatives Tournament and Best Warrior Competition.

- In September, the 140th Regiment celebrated the ground breaking of its new facility on Ft. Leonard Wood. This \$18 million project is due to be complete in 2015 and will provide 11 state of the art classrooms as well as administrative and logistical areas to better support and train Soldiers.

## 229th Multifunctional Medical Battalion (Special Troops Battalion - Joint Force Headquarters)

The 229th Multifunctional Medical Battalion assumed responsibility for the Special Troops Battalion at Joint Force Headquarters in Jefferson City in March 2013.

The battalion coordinates both administrative and logistical support for: Headquarters, Headquarters Detachment, Joint Force Headquarters, 27th Recruiting and Retention Battalion, Selective Service, Training Site Command, 1924th Contingency Contracting Team, 4175th Criminal Investigation Division Detachment, 135th Military History Detachment, 135th Army Band, 429th Trial Defense Team, 70th Mobile Public Affairs Detachment, 205th Area Support Medical Company, 206th Area Support Medical Company, and the Headquarters and Headquarters Detachment, 229th Multifunctional Medical Battalion.

### Highlights for FY-13 include:

- Successful deployment of 10 Soldiers from the 70th Mobile Public Affairs Detachment in support of Operation Enduring Freedom.

- Successful re-deployment and reintegration of Headquarters and Headquarters Detachment, 229th Multifunctional Medical Battalion, which had deployed to Egypt in support of Multinational Force Observer-55.

- Supported the Fort Leonard Wood Hospital with medical personnel from the 205th and 206th Area Support Medical Companies during 2013 annual training, providing the hospital with much needed support during one of its busiest periods of the year.

- The 206th Area Support Medical Company continued its partnership with the Ozark Technical College in Springfield, allowing for realistic, hands-on training for medical personnel to practice and maintain their skills.

- Participated in the 2013 US and UK Exchange Program, allowing for two British Soldiers to participate in training with the 229th Headquarters and Headquarters Detachment, 205th and 206th Area Support Medical Companies, and sent two Missouri National Guard Soldiers to Great Britain to participate in training events.

## Counterdrug Task Force

The Counterdrug Task Force leverages its unique assets on four fronts: providing analytical support to law enforcement to reduce the supply of illicit drugs; providing prevention professionals to communities to aid in reducing the demand for illicit drugs; providing aviation support to law enforcement to find illicit drugs in the state; and providing prevention training, outreach services and treatment resources to Missouri National Guard members.

### Highlights for FY-13 include:

- The Task Force has 30 personnel in nine communities. In fiscal year 2013, The Missouri Counterdrug Task Force scored 98.7 percent on its Counterdrug Program Evaluation, which led the nation.

- Criminal analysts supported 17 county, state and federal law enforcement agencies. The team's goal has been to provide dedicated, concise and accurate analytical assistance in cases with a drug nexus.

- The counterdrug criminal analysts develop intelligence products that ensure timely prosecution of a large number of suspects that the law enforcement agencies may not otherwise have the manpower to pursue. This has directly contributed to 1,866 arrests and the seizure of \$23,973,155.16 worth of drugs, weapons, vehicles and property.

- The Missouri Civil Operations program focuses its efforts on community coalitions and strengthening communities against drugs. In fiscal year 2013, four civil operators worked with more than 50 coalitions throughout Missouri. This support included assistance with strategic planning and targeting the community's efforts in their fight against illicit substances.

- The curriculum for how to train all civil operators nationally was redesigned in fiscal year 2013, and multiple members from Missouri were instrumental in this redesign.

- Counterdrug aviation flew more than 250 flight hours in 2013 to assist law enforcement in numerous missions. Those efforts resulted in \$1.5 million in seizures of drugs, currency, and property and 39 felony arrests for distribution of a controlled substance. Beginning in FY-14, Counterdrug Aviation will transition to the new LUH-72.

- The Missouri National Guard Joint Substance Abuse Program trained more than 160 unit prevention leaders to conduct urinalysis testing at the unit level and collected more than 8,000 samples for testing this year. All Missouri senior commands exceeded the testing requirement by more than 25 percent. The program also provided substance abuse train the trainer courses for more than 125 soldiers and helped 34 Soldiers and Airmen that self-referred and requested treatment services for substance abuse issues.



# SPECIALIZED UNITS AND PROGRAMS

## Center for Sustainment of Trauma and Readiness Skills - C-STARS

The Center for Sustainment of Trauma and Readiness Skills - better known as C-STARS - is designed to immerse Air Force doctors, nurses and technicians in civilian level-one trauma centers for the purpose of wartime clinical currency. Human patient simulation is an important adjunct to ensure all key readiness skills are completed.

- The St. Louis program has trained more than 2,000 doctors, nurses and medics, completing 100 percent of their wartime readiness skills in support of the Air Expeditionary Forces and disaster response.

- The program is recognized as the premier Air Force training site for trauma sustainment training with the primary focus on providing a hands-on, patient care experience supplemented by didactic lectures and world-class human patient simulation.

- C-STARS has the only site in the Air Force with a pediatric surgeon and pediatric nurse to maximize hands-on pediatric patient care.

- Air National Guard Training allocations have been prioritized for the Civil Support Team and Chemical, Biological, Radiological, Nuclear Enhanced Response Force and Homeland Response Force teams for the Air National Guard.

## Region VII Homeland Response Force

The Missouri National Guard is one of 10 National Guard organizations from across the nation to implement the new Homeland Response Force, or, HRF. The Missouri HRF covers FEMA Region VII.

The HRF responds to natural or man-made chemical, biological, radiological, or nuclear events beyond the capability of civil authorities. Under Defense Department guidelines, each HRF consists of 577 Army and Air Guardsmen with expertise in mass-casualty disaster response.

After its external evaluation in March 2012, the Region VII HRF focused on continued individual and collective training to hone skills and increase education and awareness. Elements of the HRF took part in Vigilant Guard 2012, where the skills of its task force were put to the test. This exercise led to an increase of cohesiveness within the element.

The HRF performs mission command of multiple Civil Support Teams and CBRN Enhanced Response Force Packages, security forces to facilitate control in a chaotic CBRN environment, and additional full-time personnel to enhance planning, coordination and facilitation of rapid response.

## State Partnership Program

The State Partnership Program is a Department of Defense tool to promote regional stability and cooperation. Leaders of the National Guard and Army Reserve are looking to theater security cooperation missions as a way to keep their forces ready, even as demand for boots on the ground supporting overseas contingency operations declines after more than a decade of war.

The Missouri National Guard and Panama formally established a state partnership in 1996. The Missouri Guard primarily uses subject matter expert exchanges to encourage economic development, foster democracy and strengthen partnerships between civil, military and non-governmental agencies. Currently, subject matter expert exchange engagement has led to three formal Missouri – Panama civilian agency continuing cooperation agreements.

In September 2008, Kansas City's Children's Mercy Hospital established an agreement with Panama City's Children's Hospital.

In November 2009, the State of Missouri Department of Higher Education established an agreement with Panama's National Council of the Institute for the Formation and Betterment of Human Resources.

In August 2010, the Missouri National Guard began facilitating the relationship between Panama International Rotary Club and Missouri Rotary District #6080 that resulted in a cooperative project in fiscal year 2012. To

## Theater Aviation Sustainment Maintenance Group (TASMG)

Renowned as the best group in the nation, this highly specialized aviation maintenance organization is missioned to directly support 14 states. However, because of years of demonstrated excellence, Missouri's TASMG performs substantial work for the active component Army and other services.

Operating at the Springfield airport, the Missouri National Guard's TASMG campus has grown substantially in the past several years, receiving addi-



date the two Rotary Clubs are collaborating humanitarian assistance projects independently from the Missouri National Guard.

### Highlights for FY-13 include:

- Defense Support to Civilian Authorities Process Familiarization
- Water Purification
- Helo-Hoist Rescue
- Fixed Wing Aircraft – Air Patrol Operations
- Counterdrug (Countering Transnational Organized Crime)
- Improvised Explosive Device Identification, Marking, Cordon & Reporting
- Rotary Aviation Field Maintenance
- Firefighter – Tall Building, Structures and HAZMAT
- 2nd Annual State Partnership Program Planning Meeting

### Planned Events for FY-14 include:

- Aircraft / Naval Radar Program Management SMEET
- Armorer Management
- Aviation Field Maintenance Phase II
- Confined Space Rescue
- Disciplinary Procedures (UCMJ)
- Logistics and Supply Management Phase 2
- Water Purification
- 3rd Annual State Partnership Program Planning Meeting

tional highly technical and specialized equipment and facilities. TASMGs are one of the best examples of National Guard resource management and ingenuity.

The Department of Defense funds Missouri's TASMG tens of millions, but receives hundreds of millions in cost savings. Aircraft are serviced, repaired, and retrofitted to "like new" standards; parts are fabricated and sometimes designed and improved; all at a small fraction of the cost.



# FAMILY AND WARRIOR SUPPORT PROGRAMS

## FAMILY PROGRAM OFFICE

The **Family Program Office** continues to develop resources and strategic partnerships with organizations dedicated to supporting military Families throughout Missouri. It also proactively facilitates programs that meet the needs of service members and Families throughout the Guard community. The **Missouri Family Program** helps all Missouri military Families. If you have a question, please call 573-638-9891.

**Family Assistance Centers** provide information, referrals and outreach to geographically dispersed service members and Families to support them during crises and build resilience. The centers offer assistance to service members and Families from any branch and component, Defense Department civilians, National Oceanic and Atmospheric Administration, and their Families. Missouri has Family Assistant Centers in Cape Girardeau, Jefferson City, Kansas City, Macon, Sedalia, Springfield and St. Louis. Top resources provided to military Families are community resources, financial aid, resolution on communication issues, and youth and counselor support. For more information, call 573-638-9688 or 866-269-7959.

**Family Readiness Support Assistants** provide training and guidance for Family Readiness Groups throughout Missouri and host Family team-building events, a Family Program Awards Conference and the Family Program State Readiness Conference. Events allow volunteers to receive training designed to enhance their ability to provide effective services at the unit level. For more information, call 573-638-9500, ext 7733.

## MISSOURI MILITARY FUNERAL HONORS PROGRAM

The Missouri Military Funeral Honors Program provides professional military funeral honors in accordance with service tradition, the National Honor Guard Army Standard Operating Procedure, Missouri State Statutes and Regulations, and Department of Defense Instructions to all eligible Veterans when requested by an authorized family member.

Operational since July 1, 1999, the Missouri Military Funeral Honors Program is a cooperative effort between the Missouri Army and Air National Guard, the active components of the Army, Marines, Navy, Air Force and Coast Guard, and Veterans Service Organizations and Funeral Directors.

## MISSOURI VETERANS RECOGNITION PROGRAM

The Missouri Veterans Recognition Program traces its roots to an April 23, 1919 Act of the Missouri General Assembly. This act authorized the Missouri Adjutant General to procure and present, as a token of appreciation of the state, a medal to each member of the National Guard of Missouri who served with a Missouri unit and veterans who served with the regular armed forces in the Spanish American War, Mexican Border Service, or World War I.

More recently, in 2000, the World War II award was created. It was followed by a medal to honor Veterans who participated in the D-Day invasion of Europe from June 6-Sept. 30, 1944. The award is a replica of the 50th Anniversary Jubilee of Liberty Medal, which was originally produced by the French government and awarded during their Jubilee Celebration in 1994.

## Show Me Heroes

Show-Me Heroes is Gov. Jay Nixon's initiative to provide increased employment opportunities to Missouri's Veterans and members of the National Guard and Reserve forces, and to showcase those employers who have pledged to do so. Established as a partnership between the Missouri National Guard and the Missouri Division of Workforce Development, Show-Me Heroes helps connect Missouri's job-seeking Veterans with supporting employers.

In addition to visiting Show-Me Heroes online, job-seekers and employers are encouraged to take advantage of Missouri Career Centers located throughout the state. Dedicated Veterans outreach staff consist of local Veterans employment representatives, who provide assistance in job placement and advocate for Veterans by developing employment opportunities with businesses, and disabled Veterans outreach program specialists, who provide case management and develop career and job training opportunities

## Strong Bonds Program

Strong Bonds is a unit-supported, chaplain-led program of relationship resilience and skills building.

The Strong Bonds Program assists commanders in building individual resilience and readiness by strengthening the marriages or future marriages of service members.

In order to maximize the training effort, the program offers three types of training: the familiar 12-hour weekend retreat, an eight-hour event, and a

The **Child and Youth Program** promotes and sustains the quality of life and resilience of Missouri National Guard youth by providing secure, timely, flexible, high-quality support services and enrichment programs. Events include Yellow Ribbon support, child and youth lock-ins, regional events, the Teen Council and youth symposium. The program targets youth impacted by deployments by providing support and services to enhance Guard Families' ability to remain resilient through multiple challenges. For more information, call 573-638-9500, ext 7729.

The **Defense Enrollment Eligibility Reporting System (DEERS)** maintains personnel and benefits information and is responsible for producing Department of Defense identification cards. This system supports the delivery of benefits, including medical, dental, educational and life insurance. In addition, DEERS enables identity management, reduces fraud and abuse of government benefits, and supports medical readiness. For more information, call 573-638-9500, ext 7731.

The **Military Family Life Consultants** assist service members and their Families with a range of issues related to deployment and reintegration. Their role is to assess needs, provide support, or refer to appropriate resources. Service members and Families are eligible for consultations 90 days from their expected deployment date through 180 days post-deployment. For more information, call 573-638-9688 or 866-269-7959.

The Missouri National Guard is the lead element for this program. Current program highlights include:

- 119,636 Funerals coordinated between July 1, 1999 and Sept. 30, 2013.
- 9,377 Funerals coordinated between Oct. 1, 2012 and Sept. 30, 2013. Of these, 4,833 were performed by Missouri Military Funeral Honors Honor Guard Teams and/or members of the Missouri National Guard.
- 709 Average number of funerals per month or 24 per day.

In 2003 the Korean War award was added and in 2006 the Vietnam award was added. The program has also distributed 97 World War I medals that were received from the Department of Natural Resources that had been in storage at the Capital Museum.

In July of 2013 the program exceeded 100,000 awards of the World War II, Jubilee of Liberty, Korea and Vietnam Awards.

Award	Program Totals	FY13
World War II	46,750	157
Jubilee of Liberty	5,243	19
Korean War	18,148	182
Vietnam War	29,954	650

for Veterans, with special emphasis on those with service-connected disabilities. Veterans are given priority of service at Missouri Career Centers.

Those who can't visit a Missouri Career Center in person have the option to register with the state's online career assistance resource at [www.jobs.mo.gov](http://www.jobs.mo.gov). Maintained by the Missouri Division of Workforce Development, the site allows users to post their resume, search job openings, seek career counseling, and request training in high-demand industries.

While Show-Me Heroes is not intended to replace a finely-tuned resume and well-rehearsed interviewing skills, job seekers are encouraged to use the program in conjunction with traditional job search methods.

Additional information about the program can be found at [www.ShowMeHeroes.mo.gov](http://www.ShowMeHeroes.mo.gov)

four-hour event. The Strong Bonds program offers these vital experiences at the unit level.

The Missouri National Guard's Strong Bonds Program conducted 13 events affecting 607 service members and Families. Past attendees have highly recommended these events for their fellow service members as well as their Families.

For more information, please call 417-868-6069.

# FAMILY AND WARRIOR SUPPORT PROGRAMS

## Survivor Outreach Services

Survivor Outreach Services are dedicated to helping Families and loved ones of fallen heroes. The program's mission is to build a unified program that embraces and reassures survivors that they are continually linked to the Army Family for as long as they desire.

The program provides assistance to survivors of all military members regardless of branch, duty status, or component for as long as the assistance is needed and wanted. Coordinators make contact with survivors in their respective geographical area of responsibility annually to verify con-

tact information and check on their needs and changes in their life.

The program works closely with the State Casualty Assistance Team to maintain continuity and offer assistance to military retiree survivors. Missouri works with two assigned active duty casualty assistance centers at Fort Leonard Wood, Mo., and Fort Leavenworth, Kansas. For more information, call 573-638-9500, ext 7784, or 417-868-6006.

## Warrior and Family Resilience

Resilience is the ability to overcome adversity and experience post-traumatic growth. In order to encourage resilience of its members, the Missouri National Guard established the Family and Warrior Support Center to enable service members and their Families to bolster existing strengths and skills and to promote the individual's ability to adapt, overcome, and succeed when facing life challenges.

The **Master Resilience Training Program** is the foundation to "Train The Trainer" resilience skills for service members and their Families. It focuses on the 12 resilience skill-sets and targets the six core competencies of self-awareness, self-regulation, optimism, mental agility, strengths of character, and connection. Once trained, Master Resilience Trainers provide a powerful resource to the unit commander to help identify areas of unit readiness concerns using the Unit Risk Inventory Survey and provide targeted, proactive prevention training. For more information, contact the program coordinator at 573-638-9500, ext 7727.

The **Suicide Prevention Program** offers unit and individual training in Applied Suicide Intervention Skills (ASIST) and Ask-Care-Escort Suicide Intervention (ACE-SI). The ASIST Training is a two-day workshop preparing first-line leaders to recognize at-risk individuals and provide intervention skills to prevent risk of suicidal thoughts that may become suicidal behaviors. The ACE-SI provides additional suicide intervention training beyond the annual ACE requirement for junior leaders and first-line supervisors. For additional information, contact the program manager at 573-638-9602.

Sexual harassment and assault violate everything the Missouri National Guard stands for including Army Values and Warrior Ethos. The Army aggressively addresses sexual assaults by focusing on prevention and training. If an assault is reported, the state sexual assault response coordinator (SARC), the state victim advocate, and the unit victim advocate focus on care for the victim. The **Sexual Harassment/Assault Response and Prevention (SHARP)** program provides the training for unit victim advocates, from the company to the brigade level, and offers care for victims. The state SARC and all victim advocates provide a means for confidential reporting. They also provide referrals for victims of domestic violence. For more information, please contact the state sexual assault response coordinator at 573-694-4124 or state victim advocate at 573-694-8654.

The **Employment Assistance Office** works with regional Family assistance center specialists to provide a wide variety of state programs and employment resources for Missouri National Guard service members and Families. The office also works closely with the leadership of units returning from deployment in order to provide tools for service members transitioning back to the civilian workforce. Questions can be directed to the State Employment Assistance Office at 573-638-9538.

The **Employer Support of the Guard and Reserve (ESGR)** promotes cooperation and understanding between reservists and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. Missouri's state office works with the Hero2Hired program and local chambers of commerce to help service members become more marketable for either job placement or advancement within the workforce. The program conducts briefings for service members and their Families, educates employers through events such as Breakfast with the Boss and Boss Lifts, and participates in numerous local events, conferences and parades.

## Yellow Ribbon Reintegration Program

The Department of Defense's Yellow Ribbon Reintegration Program provides service members and their supporters with resources, outreach opportunities, reintegration tools, communication skills, and benefit information throughout each phase of their deployment cycle, regardless of their service affiliation.

This joint program provides direct access to numerous Department of Defense, Veteran, and state program and resource points of contacts to ease the process of finding and receiving entitlements for service mem-

bers and their supporters. The Yellow Ribbon Reintegration Program is designed to function as a one-stop-shop for benefit and resource information during the deployment cycle.

The **Transition Assistance Advisor** serves as the statewide point of contact to assist service members in accessing Veterans Affairs health care services and benefits. The advisor also provides assistance in obtaining entitlements through the Military Health System and access to community resources. To contact the state transition assistance advisor, call 573-638-9500, ext 7764 or 573-201-7477 after 1530 Monday through Friday.

The **Retirement Services Office** administers the non-regular retirement program for the Missouri National Guard. The office provides information on retirement eligibility, qualifying service, retired grade determinations, benefits, and entitlements to retirees, Families, and annuitants. The office processes the Notification of Eligibility for Retired Pay, also known as the 20-year letter, counsels service members and Families on Reserve Component Survivor Benefit Program options and costs, and assists in the submission of claims, assists retirees approaching age 60 with the retirement application process, provides information on retired pay, TRICARE benefits, and other age 60 benefits. The program also reports the death of a retiree or annuitant, assists survivors with the application for arrears of pay and other benefits, provides information on "gray area" benefits and requirements upon leaving the Missouri National Guard, assists with obtaining service records, determining Defense Enrollment Eligibility Reporting System (DEERS) eligibility, advises on Veterans Affairs (VA) benefits, and the conversion of service members Group Life Insurance to Veterans Group Life Insurance. For more information or assistance, please call 573-638-9648 or 573-638-9500, ext 7011.

The **TRICARE Noncommissioned Officer** is the Missouri National Guard's local liaison with TRICARE. The TRICARE NCO helps service members and Families with issues they are experiencing with TRICARE and provides a better understanding of any coding or claims decisions made by TRICARE. The TRICARE NCO also helps deploying service members and Families with Early Eligibility Benefits. For assistance, call 573-638-9500, ext 7782.

**Missouri National Guard Chaplains**, both Army and Air, serve Soldiers, Airmen and their Families with caring, confidential, supportive and practical encouragement. Missouri Chaplains fulfill three timeless roles: "Nurture the living, Care for Casualties, and Honor the Fallen." Religious Freedom is the First Amendment right of every citizen, including Citizen-Soldiers and Airmen of the Missouri National Guard. Chaplains ensure that one's spirituality is respected and never used as a reason to deny someone the opportunity to serve their country and community. Chaplains are assigned to units at battalion-level, wing, or above, and any Soldier or Airman can request chaplain support through their chain of command for any issue at any time. For assistance, please contact your chain of command or 573-638-9613.

The Missouri National Guard's **Family and Warrior Support Center** provides a myriad of programs to facilitate the holistic approach to resilience. For more information on the Family and Warrior Support Center, visit [www.moguard.com](http://www.moguard.com) or call 573-638-9687.

The Missouri National Guard hosted 12 Department of Defense Yellow Ribbon Reintegration events in fiscal year 2013. Through the program, the Missouri National Guard reached approximately 5,367 service members, as well as their supporters. For more information, please call 573-638-9504.



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NGB Extension Periods	All MOS's
Extend 365-91 Days Before ETS	<b>\$5,000</b>

### Show Me Guard Officer Leadership Development Program - GOLD Program

The Guard Officer Leadership Development Program - also known as the GOLD Program - offers a unique opportunity for the professional development of National Guard Soldiers to become officers in the Missouri Army National Guard.

The GOLD program consists of credit-bearing military science classroom instruction, leadership laboratories and physical training that take place during the month in lieu of traditional weekend Guard drills. Soldiers gain Army Leadership training that earns them a commission and a degree from an accredited university.

**Southeast Missouri State University  
Recruiting and Retention Officer Branch  
573.659.1600 X31636**

Through the programs, candidates learn skills including effective communication techniques, the operations order process, land navigation and effective leadership techniques. The coursework completed by GOLD candidates prepares them for accelerated Officer Candidate School.

The GOLD program is currently offered at Missouri Southern State University and Southeast Missouri State University. Through agreements with these universities, Soldiers are able to use state and federal tuition assistance, Montgomery GI Bill and GI Bill Kicker, student loan repayment and merit-based scholarships to fund their education expenses.

**Missouri Southern State University  
Recruiting and Retention Officer Branch  
573.659.1600 X31636**





# COMPETITIVE EVENTS

## MISSOURI SOLDIERS AND AIRMEN OF THE YEAR

### Missouri Army National Guard Best Warrior Competition

- **Soldier of the Year:** Pfc. Stoney Tyler, 335th Area Clearance Platoon
- **Noncommissioned Officer of the Year:** Staff Sgt. Derrick Moudy, 129th Field Artillery

### Missouri Air National Guard Airmen of the Year Competition

- **Airman of the Year:** Senior Airman Joseph L. Elwell, 131st Operations Group
- **Noncommissioned Officer of the Year:** Staff Sgt. Troy Green, 139th Security Forces Squadron
- **Senior Noncommissioned Officer of the Year:** Master Sgt. Shawn M. Tamborski, 239th Combat Communications Squadron
- **First Sergeant of the Year:** Master Sgt. Leslie T. Farmbrough, 157th Air Operations Group

## COMBATIVES

### Missouri National Guard 3rd Annual Combatives Tournament

#### Flyweight (125lbs. and under)

1st place: Spc. Miles McDonald, 1-138th Infantry  
2nd place: Airman 1st Class Jacob King, 139th Airlift Wing  
3rd place: Spc. Zachary Hubbard, 1-138th Infantry

#### Lightweight (126-140lbs.)

1st place: Sgt. Steven Atkins, 1-138th Infantry  
2nd place: Spc. Christian Grebner, 1-129th Field Artillery

#### Welterweight (141-155lbs)

1st place: Spc. Dalton Toombs, 1140th Engineer Company  
2nd place: Sgt. 1st Class Bradley Gladbach, Recruiting and Retention Battalion  
3rd place: Spc. Charles Perkins, 835th Combat Support Sustainment Battalion

#### Middleweight (156-170lbs.)

1st place: Cadet Thomas McGinnis, 1-138th Infantry  
2nd place: Spc. Blake Pool, 1-138th Infantry  
3rd place: Spc. Levi Riley, 1-129th Field Artillery

#### Cruiserweight (171-185lbs.)

1st place: Sgt. 1st Class Evenson Turner, 70th Troop Command  
2nd place: Staff Sgt. Daniel Schaub, 880th Engineer Team  
3rd place: Sgt. 1st Class Wes Blancet, 1-138th Infantry

#### Light Heavyweight (186-205lbs.)

1st place: Sgt. Jason McVey, 1-138th Infantry  
2nd place: Staff Sgt. Derrick Allen, 1-129th Field Artillery  
3rd place: 1st Lt. Dylan Rohr, 1-138th Infantry

#### Heavyweight (206lbs. and over)

1st place: Sgt. Stephen Kirkbride, 1-138th Infantry  
2nd place: Staff Sgt. Cesar Martinez, 1-138th Infantry  
3rd place: Sgt. Frank Goblen, 1139th Military Police Company

## MARKSMANSHIP

### 2013 Adjutant General's Match

#### Team Results:

1st place: 1139th Military Police Company: Sgt. 1st Class James Phelps, Sgt. Ronald Pack, Spc. Chace Boring, Spc. Matthew Roberts  
2nd place: Company A, 1107th Aviation Group: Sgt. 1st Class Heath Hestand, Staff Sgt. Joseph Salcido, Sgt. Andrew Pipkin, Sgt. Christopher Hicks  
3rd place: 139th Airlift Wing: Master Sgt. Rodney Ray, Tech Sgt. Rodd Boyer, Tech Sgt. John Sappington, Airman 1st Class Douglas Webb

#### Individual Open Results:

1st place: Sgt. 1st Class James Phelps, 1139th Military Police Company  
2nd place: Sgt. Andrew Pipkin, Company A, 1107th Aviation Group  
3rd place: Staff Sgt. Joseph Salcido, Company A, 1107th Aviation Group

#### Individual Novice Results:

1st place: Spc. Michael Richey, Det 1, 1138th Military Police Company  
2nd place: Sgt. Jacob Benitz, 1141st Engineer Company  
3rd place: Master Sgt. Rodney Ray, 139th Maintenance Squadron

#### Adjutant General's 20 Badge Recipients

Sgt. 1st Class James Phelps  
Sgt. Andrew Pipkin  
Staff Sgt. Joseph Salcido  
Staff Sgt. Nathaniel Powell

Staff Sgt. Kevin Haverly  
Staff Sgt. Jeremiah Thompson  
Chief Warrant Officer 2 Bruce Daniel  
Tech Sgt. Rodd Boyer

1st Sgt. Gary Barnes,  
Sgt. Cody Walsh  
Master Sgt. Ben Israel  
Sgt. Christopher Hicks

Spc. Matthew Roberts  
Staff Sgt. Christopher Green,  
Sgt. 1st Class Steven Lammers  
Spc. Michael Richey

Sgt. Jacob Benitz  
Master Sgt. Michael Schnurbusch  
Staff Sgt. Anthony Perez  
Master Sgt. Rodney Ray.

### 2013 Marksmanship Area Council V Regional Match (MAC V)

#### Missouri National Guard Team Results:

**Missouri Team A:** Master Sgt. Benjamin Israel, 139th Security Forces Squadron; Sgt. 1st Class James Phelps, 1139th Military Police Company; Staff Sgt. Joseph Salcido, Company A, 1107th Aviation Group; Sgt. Andrew Pipkin, Company B, 1107th Aviation Group

- 1st Place - MAC V Pistol-Rifle AGG
- 2nd Place - Team Pistol AGG
- 2nd Place - Team Rifle AGG

**Missouri Team B:** Staff Sgt. Nathan Powell, Company B, 1-138th Infantry; Sgt. Michael Richey, Det. 1, 1138th Military Police Company; 1st Sgt. Gary Barnes, Company B, 1-138th Infantry; Sgt. 1st Class Christopher Green, 1st Battalion (Engineer) 140th Regiment

- 10th (MAC V Pistol-Rifle AGG)
- 6th (Team Pistol AGG)
- 11th (Team Rifle AGG)

#### Missouri National Guard Individual Results:

Sgt. 1st Class James Phelps: 3rd (High Open), 3rd (Individual Grand Championship), 4th (Individual Pistol AGG), 2nd (Individual Rifle AGG)  
Staff Sgt. Joseph Salcido: 4th (High Open), 5th (Individual Grand Championship), 7th (Individual Pistol AGG), 6th (Individual Rifle AGG),  
Master Sgt. Benjamin Israel: 7th (High Open), 8th (Individual Grand Championship), 5th (Individual Pistol AGG), 10th (Individual Rifle AGG),  
Sgt. 1st Class Andrew Pipkin: 12th (High Open), 13th (Individual Grand Championship), 11th (Individual Pistol AGG), 19th (Individual Rifle AGG),  
Staff Sgt. Nathan Powell: 6th (High Novice), 28th (Individual Grand Championship), 43rd (Individual Pistol AGG), 24th (Individual Rifle AGG)  
1st Sgt. Gary Barnes: 8th (High Novice), 32nd (Individual Grand Championship), 3rd (Individual Pistol AGG), 45th (Individual Rifle AGG),  
Sgt. 1st Class Michael Richey: 10th (High Novice), 38th (Individual Grand Championship), 28th (Individual Pistol AGG), 42nd (Individual Rifle AGG),  
Sgt. 1st Class Christopher Green: 17th (High Novice), 46th (Individual Grand Championship), 39th (Individual Pistol AGG), 48th (Individual Rifle AGG),

### 2013 Winston P. Wilson Marksmanship Sustainment Exercise

#### Missouri National Guard Team Results

#### Missouri Team A: 3rd Place Overall Team Match Aggregate

- 1st Place Patton Match Combat Pistol Team
- 2nd Combined Arms Enemy Barricade Match
- 3rd Place Bianchi Battle Combat Team Match

#### Missouri Team B: 25th Place Overall Team Match Aggregate

#### Missouri National Guard Individual Results

**Individual Novice:** Staff Sgt. Nathan Powell-3rd Place Finish Combat Rifle EIC Match

**Individual Open:** Sgt. 1st Class James Phelps-1st Place Finish Long Range Rifle Match

**Chief of the National Guard Bureau 50 Award for the Top 50 shooters:** Sgt. 1st Class James Phelps.



Missouri National Guard

## Annual Report

Missouri National Guard  
2302 Militia Drive  
Jefferson City, MO 65101



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